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The Times
No 64,434
THURSDAY SEPTEMBER 10 1992
45p

THE TIMES

INTERNATIONAL EDITION

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Bundesbank rumour frightens markets and sparks fear of sterling devaluation

Major defends ERM as pound falls

BY COLIN NARBROUGH
AND PHILIP WEBSTER

THE pound tumbled to within an ace of its absolute floor in the European exchange-rate mechanism yesterday as John Major prepared to steady Tory nerves and to resist increasing pressure for a devaluation of sterling.

The fall came after a news agency reported that the Bundesbank considers sterling ripe for devaluation. The report, whose contents were flatly denied by the German central bank and by the Treasury in London, immediately unsettled the foreign exchange markets, as it appeared to cast doubt on the solemn assurances given by Euro-

pean Community finance ministers and central bankers in Bath last weekend. The meeting reaffirmed all 12 governments' commitment to the present ERM parities.

The official London market closed at a comfortable-looking DM2.7881, virtually unchanged from Tuesday, but the pound fell to DM2.7800 after the French news agency report was released. Its lowest permitted limit within the ERM is DM2.7780. The pound recovered to DM2.7850 after the contents of the report had been denied.

Mr Major will today head a cabinet attempt to steady Conservative nerves over the economy. He and Norman Lamont, the Chan-

cellor of the Exchequer, are also launching a sustained effort to calm the fears of industrialists before next month's annual conference, when unrest over the failure of the economy to recover will be expressed in a series of critical motions calling for early interest-rate cuts and withdrawal from the ERM. Yesterday's volatile trading will make their efforts at the cabinet meeting all the more vital. Mr Major will defend membership of the ERM and describe how it has contributed to low inflation.

After the cabinet meeting, the first since the start of the summer recess, Mr Major will deliver a keynote speech to the Scottish CBI in which he will emphasise that control of inflation remains the

government's absolute priority. He will also point to the present turmoil in the Nordic currency markets as evidence of how painful life can be outside the ERM.

The sharp dip in sterling came at the end of a day dominated by a Sweden's dramatic increase in a key short-term Swedish interest rate to 75 per cent to underline Stockholm's commitment not to devalue its currency against the ecu. The Swedish increase, from 24 per cent, was the latest of a series of defensive responses by European authorities to pressures inside the ERM that have been intensified by uncertainty about the French referendum on the Maastricht treaty on September 20.

As Mr Major acts to calm party

nerves, the Labour leader is facing an increasing revolt from politicians and union leaders who oppose his anti-devaluation line. David Blunkett, the shadow health secretary, last night became the latest shadow cabinet member to urge John Smith to call for a currency realignment. However, Bill Jordan, president of the Amalgamated Engineering Union, criticised shadow cabinet members yesterday for opposing Labour's support for defending the value of the pound.

The Chancellor is meanwhile delivering a sympathetic message to party activists in which he says he understands their impatience about the slowness of recovery. In remarks that are likely to be echoed

by Mr Major, he says that growth will resume "in the course of this year". Their concerted message before next month's Tory party conference is expected to be that the pain the country has suffered will eventually pay off with permanently low inflation and a steady economic upturn.

Mr Lamont has contributed a lengthy article to the party newspaper, *Conservative Newsline*, in order to reject the arguments of some Tory MPs and activists for devaluation of the pound or

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Anatole Kaletsky, page 14
Leading article, page 15
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Patten orders shake-up in the teaching of English

BY JOHN O'LEARY, EDUCATION CORRESPONDENT

JOHN Patten, the education secretary, yesterday accepted proposals from his curriculum advisers for far-reaching changes in the teaching of English. A revised curriculum will concentrate on basic skills and introduce tighter controls on the subject.

Mr Patten backed recommendations from the National Curriculum Council (NCC) for a review to emphasise grammar, spelling, classic literature and traditional methods of teaching children to read. He also announced that all 14 year olds would be tested on three Shakespeare plays.

Teachers' leaders challenged the need for change only three years after the existing curriculum was introduced. Mr Patten said weaknesses clearly identified in such an important subject had to be tackled. "All other learning depends crucially upon the mastery of the fundamental skills of language, which are vital not only for educational and cultural development but also for our economic development and competitiveness."

David Pascall, chairman of the NCC, said a review was essential because there was cause for concern over standards, particularly in reading. The curriculum encouraged imagination and creativity but was too general.

The review, which should be completed by next February, will make recommendations to strengthen the teaching of handwriting, spelling and grammar in primary schools. A "balanced" approach to the teaching of reading, including the use of phonic (sounding out letters to form words) and reading schemes will be enshrined in the new curriculum.

More explicit guidance will be given on the wider reading needed to introduce pupils to the great works of literature. At present, only Shakespeare is prescribed reading. Children will be encouraged to speak standard English, whatever their accent. Mr Pascall said that teachers would be expected to correct those who spoke sloppily, even in the playground.

Mr Pascall said the council recognised its proposals were likely to be controversial but added: "I wish to emphasise

that our judgment on the need for change is not a statement in support of either progressive or traditional approaches to English teaching."

The review was seen as a victory for the traditionalists. Nick Seaton, chairman of the Campaign for Real Education, greeted it as such, adding that the curriculum was "wishy-washy" and left teachers unsure about which methods to employ.

Mr Patten had threatened to take action soon after becoming education secretary, accusing some English teachers of being in the grip of "dated theorists" whose progressive orthodoxy led children up an educational blind alley. As well as paving the way for amendments to the curriculum, he accepted advice from the School Examinations and Assessment Council that the next three years' tests for 14 year olds should include questions on *Julius Caesar*, *A Midsummer Night's Dream* and *Romeo and Juliet*.

Brian Cox, the Manchester University professor who chaired the working party responsible for the existing curriculum, questioned both the need for the review and the choice of plays. He said that *A Midsummer Night's Dream* was unsuitable for an inner-city boys' school, and *Julius Caesar* might not suit others. "If there are going to be minor refinements, that is one thing, but radical revision could be very unfortunate."

Continued on page 18, col 7

Traditionalists gain, page 2
Leading article, page 15



Patten: weaknesses have to be tackled

De Klerk calls for ANC talks

FROM MICHAEL HAMILYN
IN JOHANNESBURG

COMMUNISTS in the African National Congress are trying to sabotage further negotiations on a new constitution for South Africa, President de Klerk said last night. He called for emergency talks with the ANC leadership.

"It is becoming increasingly clear the communists in the ANC are making deliberate attempts to render further constitutional negotiations impossible," he said. "They have evidently taken the ANC in tow at the expense of those in the ANC who are not in favour of violence and the politics of confrontation. The ANC under the leadership of South African Communist party leader Chris Hani proceeded with a march they knew would lead to bloodshed."

There was no immediate response from the ANC which repeatedly has rejected similar overtures from Mr de Klerk.

Homelands threat, page 9

Bosnian Muslims blamed for deaths of UN troops

BY TIM JUDAH AND DESSA TREVISAN IN BELGRADE AND CHARLES BREMNER

BRIGADIER General Hussein Ali Abdul Razak, the Egyptian commander of United Nations troops in Sarajevo, yesterday blamed Muslim troops loyal to the Bosnian government for Tuesday's attack on a UN convoy in which two French soldiers were killed and five wounded.

"Irresponsible elements failed to respond to the local Bosnian commander's orders and attacked the convoy at a range of less than 100 metres," he said. He added that Muslims alone were responsible for the attack.

France also blamed Bosnia for the ambush and demanded the immediate punishment of those responsible. Roland Dumas, the foreign minister, denounced the attack as "a veritable act of war perpetrated against the agency of humanitarian action". The attack, he said, demonstrated "the disdain in which the local leaders hold the soldiers of peace".

He added that he believed the ambush would accelerate the implementation of the UN resolution authorising

the use of force to protect relief supplies.

Pierre Jose, the defence minister, said that France had asked the Bosnian authorities to protect those who had come to their aid and "punish the perpetrators of these murders." French diplomatic sources said the UN Security Council was about to approve a French-backed measure to take control of Bosnia's air space.

Malcolm Rifkind, the defence secretary, said yesterday that UN troops in Bosnia-Herzegovina needed to be able to defend themselves. He condemned Tuesday's attack as repulsive if it were proved to be deliberate, adding: "I have no doubt whatsoever that there is a need for British soldiers who might be in any part of former Yugoslavia to have the right to defend themselves if attacked."

Lord Owen and Cyrus Vance, co-chairmen of the new joint European Community and UN peace conference on Yugoslavia, are expected to visit the Bosnian capital today. Mr Vance, arriving yesterday for a visit to

Zagreb, the Croatian capital, described the Sarajevo killings as cold-blooded murder. But, he said, he did not expect them to derail the peace conference.

Aid flights to Sarajevo were suspended a week ago after an Italian flight crashed and was presumed to have been shot down. The shooting of the two French soldiers has also called the viability of overland routes in question. But Michael Keats, a spokesman for the UN High Commissioner for Refugees in Zagreb, said that the convoys which the body supervised would not be suspended. "We'll soldier on," he said. One convoy arrived yesterday from the Croatian port of Split.

The commissioner for refugees has said that, if aid flights are not resumed, food and medical supplies in Sarajevo could run out today. The organisation has only 60 lorries with which to bring in aid over rough mountain routes

Firing back, page 13

TODAY IN THE TIMES
SHOOTING:
THE FILM



Clint Eastwood has pulled his career out of the doldrums with another western *Life & Times* Page 1

BOATING:
THE SHOW



Southampton, the world's largest "on water" boat show, is celebrated in a 16-page special supplement

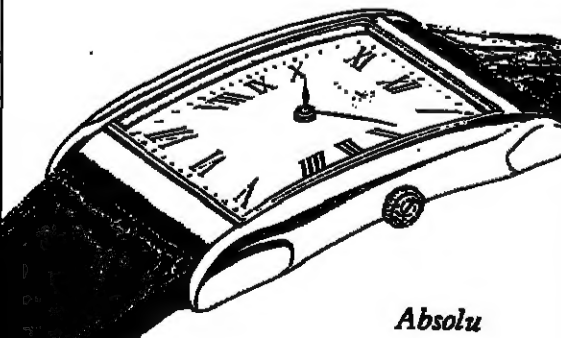
KILLING:
THE TRAGEDY



Humans, says Bernard Levin, will suffer if we treat beasts as equals Page 14

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Welcome to sun, sand and semtex by the sea

BY STEWART TENDLER
CRIME CORRESPONDENT

THE traditional seaside poster with its spotless blue skies, golden sand and peaceful imagery has been borrowed by Sussex police to alert the public to the more sinister world of terrorism in the weeks leading to the Conservative party conference in Brighton next month.

Relying heavily on the maxim of G.K. Chesterton's clerical detective Father Brown that not everything is what it seems, the police have commissioned a set of posters, launched yesterday, to remind the public how easily the terrorist can camouflage himself or herself. Anything can pose a risk whether it is a van, a sunbather or a parcel.

Abandoning the usual police *Dragner* poster style of stark lettering, staccato message and grainy photo-

graph, Sussex police, using a commercial graphic artist, have turned to the seaside idyll deployed by the great railway companies in their advertisements decades ago and harnessed it to modern advertising techniques to tease and puzzle the public.

The sun worshipper sprawled in his deckchair on the front in one poster is subsequently revealed (right) as holding a radio-control device to set off a bomb by remote control. The van innocently parked in another poster proves in a later one to be holding a set of home-made mortar tubes to blast the conference site.

The posters will be issued in two sets. The first three are designed to provoke the public to start thinking about what they see around them. The second set of three will be published close to the start of the conference early next month to heighten

public vigilance, proving that suspicions are worth pursuing and emphasising that people should contact the police no matter how trivial their concerns seem to be.

Unveiling the posters, John Abbott, assistant chief constable of Sussex and commander of the £2.2 million security operation, said that the police needed public help and vigilance. Anyone seeing anything suspicious should contact them. The posters will be displayed throughout Brighton and Hove.

The police, aware how close the IRA came to killing Margaret Thatcher and many of her cabinet in a time bomb at the Grand Hotel in 1984, are drafting in 1,500 officers for the conference in an operation code-named Isis. Motorway crash barriers are being placed round the conference site and a six-foot wire fence will surround much of the area.



Traditionalists gain ground against progressive teachers

By JOHN O'LEARY
EDUCATION CORRESPONDENT

MINISTERS and their curriculum advisers agreed yesterday that English is the most important subject in the national curriculum. Throughout the past five years, it has also been the most controversial.

Nowhere has the divide between traditionalists and the progressive teaching lobby been more pronounced, or the disagreements more bitter. Disputes over the teaching of grammar and spelling, the identification of great works of literature and methods of teaching reading have dominated the debate on school standards.

Kenneth Baker, as education secretary, chose Professor Brian Cox, an author of the anti-progressive *Black Papers*

in the 1970s, to draw up the original English curriculum. His flexible approach, making only Shakespeare compulsory, has been blamed by many of his former allies for poor performance since.

David Pascall, chairman of the National Curriculum Council, credited that curriculum with an improvement in standards, and said that it stimulated curiosity and imagination. He added, however, "These intentions need to be backed up by an explicit and rigorous definition of the knowledge and skills required in speaking, listening, reading and writing."

The terms of the review to be undertaken by the council confirm the impression given by John Patten, the education secretary, that the traditional-

MAIN POINTS

- Greater emphasis on handwriting, spelling and grammar in primary schools.
- Requirement for a "balanced" approach to teaching of reading, including use of phonics and reading schemes.
- Explicit guidance on wider reading, perhaps with a "canon" of great works.
- Pupils to be "confident users of standard English."

ists are gaining the upper hand. Mr Patten told teachers in June: "The teaching of English should not be about a voyage of self-discovery for children. It is about the use of a tried and tested approach that involves the teaching of a set body of knowledge."

Mr Pascall refuses to see the review as a contest between progressives and traditionalists, but the signals point all one way. The council's advice to Mr Patten called for changes in all the areas that have been the main targets of conservative critics.

The use of reading schemes and phonics (the traditional method of teaching children to read) would become a legal requirement in primary schools, as might spelling tests. Even if the task of compiling a "canon" of great works proves too delicate, some indication of suggested wider reading will be expected. Correct use of standard English, regardless of accent, is the eventual goal.

Mr Pascall said yesterday that the council had debated the need for change over

several months before reaching the unanimous conclusion that there was a case for revision. The new curriculum up to the age of 14 is intended to be in place by September 1994, more than a year after the conclusions of the review are due. The last phase of the curriculum will be delayed until 1995 to give time for new GCSE syllabuses to be produced.

Almost a fifth of teachers expect to have left the profession within the next five years, through a change of career or retirement, and a third are dissatisfied with their work, according to a survey of teacher morale and motivation released yesterday.

More than three-quarters of the 3,019 teachers, heads and deputies questioned in the survey, commissioned by the

Assistant Masters and Mistresses Association, National Association of Head Teachers, Secondary Heads Association and the National Commission on Education, cited the burden of paperwork as an obstacle to fulfilment in the workplace: 69 per cent mentioned workload and 63 per cent complained of stress.

David Hart, general secretary of the NAHT, said the study illustrated the pressures imposed upon teachers by ceaseless curriculum reforms. "This report is very much the tip of an iceberg. Although two-thirds are satisfied there are alarm bells ringing which anyone concerned with the teaching profession should take note of."

English review, page 1
Leading article, page 15

Ford's unions fear big job losses as work goes abroad

By KEVIN EASON AND ROSS TIEMAN

FORD is ready to move parts of its car production out of Britain, costing hundreds of jobs, union leaders said yesterday.

The company, which is seeking big savings to compete with British-based Japanese manufacturers, is believed to be planning to move production of car seats for its best-selling Escort and Fiesta models from Britain to eastern Europe. The move would put 800 British jobs in jeopardy, according to unions. Jimmy Airlie, chief negotiator for unions representing Ford workers, said that the proposals for seat manufacture were merely "the tip of the iceberg".

Earlier this week, Ford confirmed that it had chosen Valencia, Spain, as the site for a £500 million plant to build

new engines for the Fiesta and Escort range, instead of Bridgend, Mid Glamorgan. Unions had expected the decision to go in favour of Spain, but fear that it is one of many that will eventually lead Ford to pull big parts of its operation out of the United Kingdom to cut manufacturing costs.

Union leaders were called to a meeting with Ford managers in Geneva two months ago to be told that the company was studying moving the production of seats. The company said yesterday that no decision had yet been made, but Mr Airlie said that there was a real possibility that Ford would move "cut and sew" work on seat covers abroad, probably to Poland. Unions are seeking immediate talks with Albert Caspers, Ford of Europe's vice-president in charge of manufacturing, for more information.

The company is unlikely to move full seat production to Poland because manufacturing lines in the United Kingdom are more complex, allowing seats to be made available at a few minutes' notice to meet assembly line requirements. However, components such as steelwork and covers could be made abroad to be shipped to the plants at Dagenham, Essex, and Halewood, Merseyside, for final assembly and fitting. Fiestas are made at Dagenham and Escorts at Halewood.

Mr Caspers said recently that there would be big cuts in Britain unless plants became more competitive. What worries union leaders is that Halewood and Dagenham have been set targets for improving efficiency by as much as 10 per cent, to match productivity levels already being achieved in Ford plants on the Continent.

Touché Ross, the receivers, said that they would announce shortly whether the holidays of a further 40,000 who have booked after October 3 with Holidairline or Pennant Boats could be saved. They said they were anxious to sell the business as a going concern to protect holidaymakers and the jobs of 750 employees.

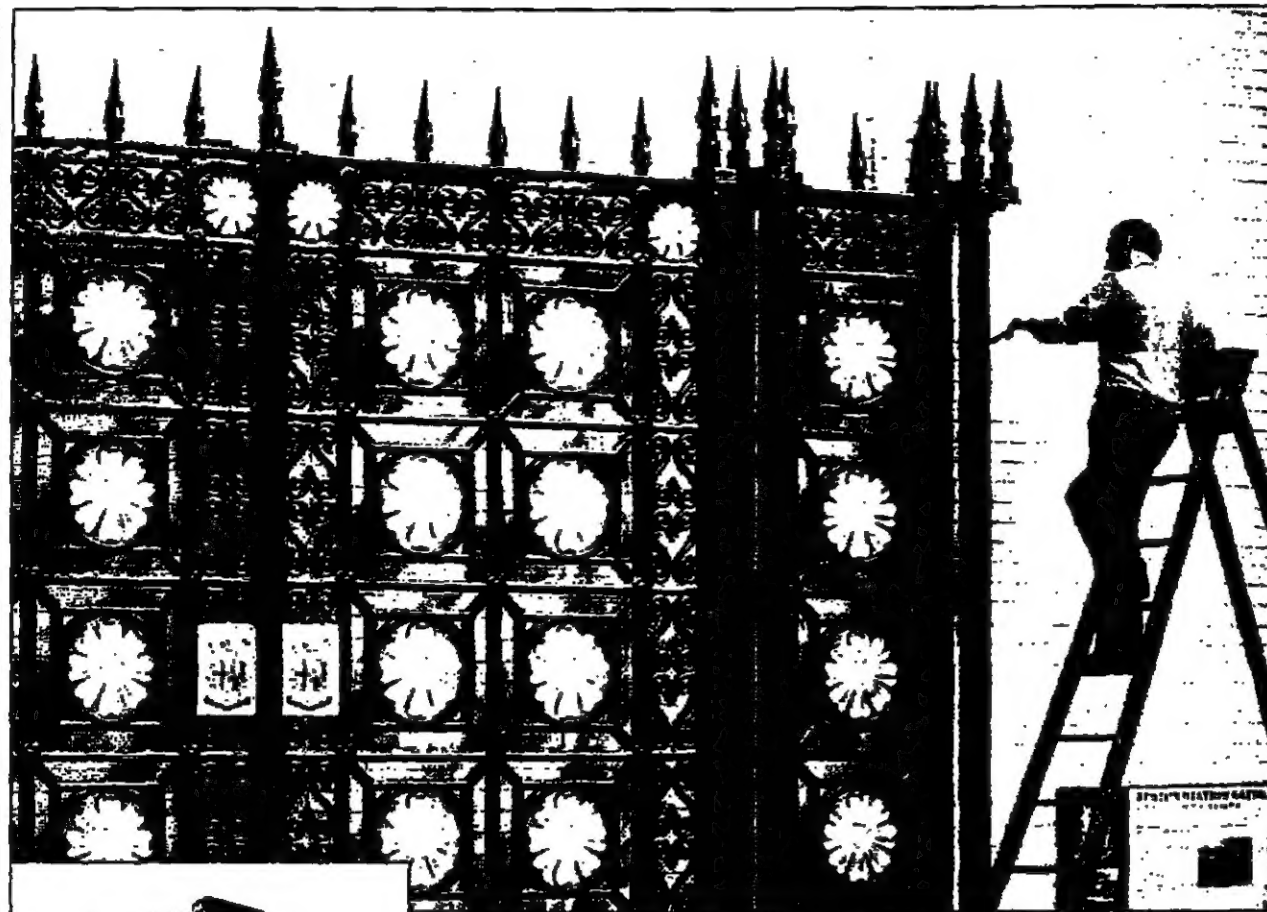
The company ran into difficulties because of substantial losses in its property development. It has schemes in Staffordshire, Cheshire and around the M25.

A spokesman for Touche Ross said that the holiday side of the business, which includes 11 holiday parks and a hire cruise operation on the Norfolk Broads, had apparently been operating at a profit. Although the failure of Mowat does not appear to be associated with its leisure division, the collapse led to calls from the Labour party for the immediate licensing of the holiday industry by the trade department. Nigel Griffiths, shadow consumer affairs minister, said that bonding — insurance protection against collapse — should be brought in immediately and not next year as planned. Mowat was not bonded.

Noel Josephides, chairman of the Association of Independent Tour Operators said: "When one non-bonded company collapses, people are wary of spending money with another. Once it gets that bad then everyone is pulled down." The Civil Aviation Authority said that Flight Seekers, a flight-only tour company of Loughborough, Essex, which ceased trading last night, was insured and none of its customers would be stranded or lose money.

CORRECTION

The John Constable painting *Harnham Bridge Looking Towards Salisbury Cathedral* (September 4) was printed in reverse.



Finishing touches: Tom Filby, a technician, paints the restored gates

Symbol of railway golden age restored to gilded grandeur



Past glory: gateway to the north

THE gates that for more than a century marked the way north for travellers from London's Euston station are being restored to their original grand condition in the National Railway Museum at York (Ronald Faux writes).

The ornately wrought, cast-iron gates which stood beneath the Doric arch outside the station were removed along with the arch when Euston was modernised and expanded in 1961. They were consigned to a British Rail yard with other relics of the steam age.

Dieter Hopkin, curator of collections at the museum, said that although the gate panels had been set aside for preservation they had fallen into serious disrepair through rust and neglect.

The museum believes that the public outcry which followed the removal of the arch, designed by Philip Hardwick as a

dramatic representation of the pride and energy of the railway age, began the surge of interest in preserving the capital's historically important buildings. The arch was replaced, but the gates were not.

Euston was opened in 1838 as the terminus for the first main line to link London with Birmingham. Beyond the arch and gates the first trains were hauled by cable up Camden Bank towards Chalk Farm, because they were incapable of making the climb under their own steam.

The restoration of the first four panels of the gates has cost £10,000. Each of the floral decorations has taken 25lbs of gold leaf and parts of the meshwork have had to be recast. The museum, which recently underwent a £6 million renovation and improvement programme, is allowed first choice of British Rail relics under the 1968 Transport Act.

Appeal court to consider cell killing case

By STEWART TENDLER
CRIME CORRESPONDENT

THE case of a man sentenced to life for the murder of another inmate in a police cell could go to the Court of Appeal after an investigation by the Police Complaints Authority uncovered new evidence.

The authority said yesterday that a report on the case of Malcolm Kennedy had been sent to the Crown Prosecution Service and Scotland Yard. A lengthy summary has also been sent to the office of the Court of Appeal, which is considering an application by Kennedy for leave to appeal.

Kennedy was convicted at the Old Bailey in September last year for the murder of Patrick Quinn, 56, at Hammersmith police station on December 24, 1990. The jury had been told that both men were arrested for being drunk and were put in one cell.

Kennedy, then 44, allegedly attacked Mr Quinn during an argument, punching and kicking him to death. Kennedy, a man of slight build and with no previous record, claimed that he had been framed by police who were responsible for the death.

The authority's report, which could lead to Kennedy's release or to a retrial, may raise questions for Scotland Yard about the quality and management of the original police enquiry.

The investigation, headed by Supt Tom Wright of Thames Valley and supervised by Karanjit Singh of the authority, was completed despite several difficulties: more than three quarters of a group of 16 police officers questioned under caution maintained their right to silence, police documents are missing, no record was kept of management decisions during the investigation and part of the

prosecution file on the case has been lost.

Kennedy made a formal complaint listing ten accusations against the police, including conspiracy to pervert the course of justice, fabrication of evidence and injuring Mr Quinn. These eventually went to the authority earlier this year. It is the first time that the authority has investigated a defence mounted by a complainant at its trial.

The new evidence includes forensic science reports and assessments, special tests and the uncovering of 116 papers not considered in the original investigation, including crime reports, pocket books and vehicle logs. The enquiry also took 65 fresh statements from 45 people.

The authority carried out tests using tapes provided by the BBC's sound archives to discover who could have heard the sounds of the attack on Mr Quinn. It used a computer to

plot the movements of everyone in the police station and 322 different events during seven hours on December 24, 1990.

The authority noted yesterday that the constraints on the investigation included the fact that police radio and telephone messages are routinely destroyed after three months, and that a majority of pocket books and other papers covering events at the station were missing. There were also difficulties with Kennedy's lawyers over tests on documents.

The police who refused to answer questions would not go beyond earlier statements made for the original investigation and/or their appearance in court.

Mr Singh said yesterday that the report's conclusions could not be released unless by court order. Scotland Yard said that it was awaiting a response from the Crown Prosecution Service.

MPs summon forces minister over troops

Archie Hamilton, the armed forces minister, has been summoned to appear before the Commons defence committee on September 22, while the house is still in recess, to answer questions about the deployment of British troops in the former Yugoslavia and the Gulf (Sheila Gunn writes).

The cross-party committee, chaired by Sir Nicholas Bonsor, has called the emergency hearing to find out how far the government is prepared to commit troops to action in either area of conflict and the exact rules of engagement. The MPs' views are expected to be published in a short report before the Commons returns on October 19.

The decision followed a private meeting between Sir Nicholas and Malcolm Rifkind, the defence secretary, on Tuesday when the committee's chairman voiced doubts about tying up British troops in Yugoslavia and the limitations put on their use. Sir Nicholas, the Tory MP for Upminster, told *The Times* yesterday: "My feeling is that we must guard very carefully against being drawn unwittingly into some kind of peace-keeping role. We want to get on the record what the government's line is." Questioning of Mr Hamilton is expected to focus on the restrictions put on British troops and details of numbers and equipment.

Hume defends priests

Cardinal Basil Hume, Archbishop of Westminster, defended the good name of Roman Catholic priests yesterday after a summer that has seen repeated disclosures of sexual misdemeanours (Ruth Gledhill writes). Cardinal Hume, addressing the National Conference of Priests in Birmingham, said that the sins of the few must not be allowed to tarnish the good reputation of the majority. In July, a *World in Action* television programme claimed that senior figures in the Roman Catholic church had repeatedly covered up serious crimes of child sex abuse involving priests, and that a number of priests were being counselled at a private clinic for sex offenders.

Deportation threat

A man and his two sisters face being deported unless they invest £450,000 in the pickling company they have set up in central Scotland. Muslim Mohamed and his sisters Sophia and Rashida have offered to invest £300,000 but have been told by the Home Office that they must put up £150,000 each. Mr Mohamed, 28, came from Zambia to study in Britain when he was 12. His sisters arrived as visitors in 1988. They set up Hawkins Foods in Motherwell without any government grants and the firm employs eight people in an area of high unemployment. Arthur Bell, of Lanarkshire Development Agency, said: "The Home Office has no moral argument whatsoever. It's about a technicality."

Jail for shooting officer

A gunman who severely wounded a policeman was jailed yesterday for 15 years for attempted murder. Robert Fallon shot Sgt Alan Jones, 36, at close range after the officer arrested him over a suspected stolen tax disc. Christopher Danaher, Fallon's accomplice, was jailed for nine years. The two were equipped for robbery when stopped near Paddington, west London, last December. Sgt Jones's life was saved when Sgt Ian Roberts, his partner, put his cap over the wound to stem the blood. Fallon, 35, of Wembley, denied attempted murder, possessing firearms and theft. Danaher, 33, also of Wembley, denied conspiracy to rob, theft and firearms charges.

Royals on joint visit

The Prince and Princess of Wales appeared together at an official engagement for 10 minutes yesterday before going their separate ways. They flew to East Midlands airport and travelled 15 miles by Rolls-Royce to the Queen's Medical Centre in Nottingham, where they received a loud cheer from a 200-strong crowd. They took separate tours of the hospital wards, then the prince went to a warehouse and Nottingham University while the princess visited a day nursery, lace factory and a Help the Aged centre. It was their first joint official engagement since publication of a tape alleged to be an intimate telephone conversation between the princess and her friend James Gilbey.

South Bank supremo

Nicholas Snowman, right, has been appointed chief executive of the South Bank Centre after the surprise resignation of Richard Pulford as general director of administration. Mr Pulford leaves because of personal commitments and Mr Snowman, 48, moves up from his job as general director for arts to combine both roles, becoming one of the most powerful arts administrators in the country.



ITV eyes sponsorship

ITV expects to more than triple the amount it earns from the sponsorship of programmes to about £50 million a year by the middle of the decade, Alan Chilton, chairman of the ITV sponsorship committee, told advertisers yesterday. ITV was aiming to match French commercial television with at least 2 per cent of revenue derived from sponsorship. Mr Chilton told a London conference that ITV would limit itself to sponsorship deals for two afternoon shows, one peacock and two late at night. Sales of Croft, part of the company since the company started sponsoring *Runabout* of the Bailey, Sales of Beamish stout in cans have risen by 145 per cent since it began sponsoring *Inspector Morse*.

EC examines doctors

The standard of British and European doctors is to be compared in a government review that could lead to changes in the way that hospital consultants are trained (Jeremy Laurence writes). Dr Kenneth Calman, the chief medical officer, is to write to all doctors in the next few days informing them of the review, which has been forced on the government by the European Commission. The British procedures for designating specialists are also to be the subject of a judicial review. Critics of the existing system believe the review could lead to the introduction of a new grade of specialists in the health service, breaking the consultants' "cartel".

Theatre firm is fined

The Really Useful Stage Production Company was yesterday fined £1,850 over a padlocked fire door at the Andrew Lloyd Webber show *Cats*. It was found guilty after Wells Street Magistrates' Court, in central London, was told that a party of theatregoers found their exit barred with padlocked chains when leaving the New London Theatre. The company, represented by Sir David Napley, denied an allegation in a summons brought by Camden council that it had breached its entertainment licence by having a fire exit locked while members of the public were present. After the hearing, Sir David said that the firm "was very definitely considering an appeal".



Serota: Perry Green should not be a shrine

Tate director enters Henry Moore battle

Nicholas Serota has joined Henry Moore's daughter in opposing plans to change the sculptor's home. Kate Alderson reports

foundation." Miss Moore and Mr Serota believe that the foundation's proposals for a visitor and study centre would change the character of Henry Moore's home.

The foundation's planning application was turned down by East Hertfordshire District Council last July. The foundation has appealed and believes that the existing buildings are inadequate to display the thousands of pieces of Moore's work in its possession. Many people can already

view Moore's work, Mr Serota said. "The foundation currently lends a lot of Moore's work to galleries and we can see no reason why it should not continue to do so," he said.

Stephen Levant, an architectural consultant to Miss Moore, told the enquiry: "The alterations proposed at Dame Tree are as damaging and ludicrous as altering one of his sculptures. If the proposal succeeds, we will lose the only Moore-designed gallery in the country. The proposals are in

direct opposition to the directions of Henry Moore, who specifically stated that he wanted the foundation to preserve his workshops, studios and the landscape at Perry Green."

Miss Moore's attempt to preserve her father's work received a blow last week when David Mellor, the heritage minister, rejected her application to list the Perry Green buildings and their contents.

Yesterday she said: "I was disappointed because I am worried that if this planning application goes through, it could mean that very little of the original site would be left in 50 years time."

The enquiry continues on September 22.

Crew of seven rescued after Norwegian fisherman spots fire started on deck

Sailor shrugs off ordeal of month adrift

By KERRY GILL

JACK Lammiman, skipper of the yacht that drifted helplessly in the North Atlantic for more than a month, last night shrugged off the ordeal. The seven crew were rescued on Tuesday when a Norwegian fisherman spotted a fire deliberately lit on deck.

"We were in no danger whatsoever," the Yorkshireman said. Mr Lammiman, 63, and his crew were rescued and taken to the Faeroe Isles after having traced Christopher Columbus's voyage to America in a 50-year-old converted fishing boat, an 8,000-mile expedition.

After enjoying his first square meal in days, the Whitby sea dog said his first priority was to smoke his pipe and enjoy a stiff tot of rum. His American matches, he said, did not light. "They can put a man on the moon but they can't make matches that work at sea," he said.

The *Helga Maria* drifted about 1,500 miles after contact with the vessel was lost off Newfoundland on August 7 when the boat's engine failed. In the end, the crew spent three days without food, listening to repeated radio messages but unable to reply.

On Tuesday night flames from the deck were seen by the

fishing boat *Rasmus Ejesoe*. The *Helga Maria* was towed to safety and the crew given a meal of fried fish and coffee.

Speaking last night from the Faeroes, Mr Lammiman said his troubles began when the boat's engine misfired after he tried to start it up in the mid-Atlantic. "When the wind was right we used sail power and turned the engine off to save our fuel. The engine generates electricity for the systems on board but when I came to re-start it the engine misfired and I ran out of compressed air."

"The *Helga Maria* has two radios and two computers, there was nothing wrong with them, we just had no power to operate the electricity and drive the machines," Mr Lammiman said that in spite of the lack of power, favourable winds persuaded him to continue the voyage.

He said that although they were then blown off course, at no point did he fear they would perish. "We had ten days of contrary winds out of the northeast and, as any sailor knows, sailing ships will not go against the wind." With supplies running out, Mr Lammiman restricted the crew to one meal a day.

"The crew performed ex-



Seafaring man: Jack Lammiman, pipe firmly in his mouth, with his boat the *Helga Maria* before setting out to retrace Columbus's voyage

tremely well in difficult conditions," Mr Lammiman said he noticed a light on an island and realised they had reached the Faeroes, so they lit the fire. He hopes to be back in Whitby on September 20.

The Clyde coastguard said Mr Lammiman had experienced trouble with his engine several times in the past. The

Columbus voyage, however, was supposed to have been made primarily under sail.

Shipping and aircraft had been asked to look out for the *Helga Maria*. Coastguards and radio stations broadcast appeals every four hours.

Captain Karsten Høgh, the Faeroes coastguard commander, said: "With no

power they have been unable to cook. They survived on cold emergency rations for 14 days before supplies ran out. For the last three days they have had nothing but water."

The crew included Guy Reed, an environmentalist, Rosie Tedlow, a nurse, Huw Roberts, a former navy diver, and Isobel Fletcher and Linda

Jackson, all from Yorkshire, and David Gray, a former Edinburgh policeman. They all appeared to be in reasonable condition.

Mr Lammiman was criticised last year when he sailed with the local vicar and two elderly ladies to Jan Meyen Island in the Arctic Circle to leave a plaque commemorating

the journey 200 years earlier by the Whitby whaling skipper William Scoresby.

He had set sail without clearance and the transport department prosecuted him for putting to sea in an unfit boat and he was fined £1,000. The *Helga Maria*, however, had been cleared before setting sail in April.

Mud coating saved boy trapped in bog

By BILL FROST

HOSPITAL staff caring for Matthew Davies, 11, who was trapped in a peat bog for 72 hours after his best friend abandoned him, said he was within hours of death from hypothermia when rescuers pulled him out on Tuesday.

They believe he was saved by a layer of mud he spread over his body to retain heat. Police were deliberately misled by the friend, who had attempted to dig him from the bog at Llanddew, close to his home at Llanfihangel Tal-y-llyn near Brecon, Powys. Officers interviewed the boy on Sunday night, when Matthew had already been trapped for a day. Det. Inspector Mike Benbow, who led the hunt,

said: "He sent us completely in the wrong direction. The boy has now apologised and said he did it because he was frightened."

When Matthew was admitted to hospital his body temperature was between two and three degrees below normal. David Johnson, who treated him, said: "He was extremely hypothermic. The paramedics who pulled him free wrapped him in silver foil so he could regenerate his body heat."

"We rehydrated him with lots of hot tea and milk. But we were very worried about his feet. There was no sign of circulation and they were grey and very cold. His hands and feet were badly swollen. But now his body temperature is back to normal."



While he struggled in the mud, Matthew suffered severe bruising across his chest and insect bites on his back. Dr Johnson said: "It is amazing he kept his body temperature as high as he did. His own strength kept him going. He is a very strong boy and, at 5ft 9ins, remarkably tall for his

age. I am sure that was a major factor in his survival."

Terry Higgins, 49, who found Matthew, said he had been walking his dog and heard faint cries before he saw the boy half naked and stuck up in his waist. "I tried to pull him out, but his leg was trapped in tree roots and rocks under the mud, which must have been at least 4ft deep. He was covered in dirt and was very slippery — he had even pulled his T-shirt off and he was extremely cold. When I went to get help I told him: 'Don't go away will you.' He just smiled back at me."

"The boy had covered himself with mud because somehow he knew it was good insulation. As it turned out it was probably the best thing he ever did — it saved his life."

A rescuer, Leighton Davies of Powys fire service, said conditions were so treacherous that three firemen became trapped as they attempted to free Matthew.

David Vowles, an ambulance man, said: "Matthew would never have survived another night. It was exceptionally difficult to dig him out. He is very lucky to be alive."

Linda Davies, his mother, had not been concerned at first because she thought Matthew was at a friend's house. "He thought he was going to die. It was only his height and the fact that he loves his food that got him through," she said. She declined to name Matthew's friend or say how she felt about his action.

Staff at Brecon Memorial Hospital are now closely monitoring Matthew's mental state. "He may start to have nightmares. However, that is only to be expected after what he has been through," a spokesman said.



Trapped: an artist's impression of Matthew's 72-hour struggle to stay alive

Racing chief remanded on drug charge

THE head of a motor racing team was remanded in custody yesterday, accused of smuggling 40 kilograms of cocaine, worth £6 million, into Britain in a racing car transporter.

Victor Lee, 38, of Halstead, Kent, made no application for bail at Sittingbourne Magistrates' Court. With him in the dock were Robert Mason, 44, and his wife, Linda, 43, of Danaway, Kent, and David Almond, 46, of Chislehurst, southeast London. All four were remanded in custody until Tuesday.

Mr Lee and Mr Mason are accused of smuggling the 40kg of cocaine on September 3. The Masons are accused of smuggling 11kg of cocaine on April 29. Mr Mason and Mr Almond are alleged to have smuggled 243kg of cannabis, worth £250,000, on February 19.

Martin Jarvis, 27, of Rainham, Kent, was remanded on Saturday. The court was told that he was the driver of the transporter.

Mellor defends a free press

By MELINDA WITTSTOCK, MEDIA CORRESPONDENT

DAVID Mellor, the national heritage secretary, has rejected a suggestion that he should relinquish responsibility for deciding whether statutory regulation should be introduced to govern press conduct.

He promised that further recent stories in tabloid newspapers about his relationship with the actress Antonia de Sancha would not influence his consideration of a privacy law for the press.

"I am not one of those people who will change my views merely because I have been getting a bit of stick myself. My views would not be affected by that," he said during an interview on Classic FM with the presenter Susannah Simons.

Sir David Calcutt, QC, appointed by Mr Mellor last July to conduct a second review of newspaper self-regulation, is to report his findings in January.

Mr Mellor said: "The prime minister determines these things. We will take the decision collectively. I am one of a number of people who will be engaged in this process. There

will be a lot of people who will have had food for thought as a result of this summer."

A free press and a free society were of fundamental importance, he said. "I have travelled to countries where the press was controlled by the government and I have never thought these were the sort of countries I would want to stay in."

"Equally, there are complicated issues about people's rights, particularly with wor-

ries about the way the media behave."

Asked if he believed any price was worth paying to preserve press freedom, Mr Mellor said: "I think the issue is not whether to have a free press, everyone agrees with that."

"The question is within what framework a free press should be set and I think we shouldn't rush to judgment on that. But people will have to reach a decision and the time is fast approaching."

Before his interview, Mr Mellor said that Classic FM, which launched on Monday as Britain's first national commercial radio station, was an "exciting and innovative venture and greatly increases consumer listening choice". Classic FM expects to attract 2.5 million listeners.

Mr Mellor, the first government minister to visit Classic's studios in Camden Town, north London, was responsible during the passage of the 1990 Broadcasting Act for ensuring that the new FM frequency did not go to a rock or pop station.



Mellor: affair coverage will not influence him

Newall in hospital with cut wrists

By DOMINIC SEARLE AND MICHAEL HORSNELL

RODERICK Newall, the former army officer arrested at sea after the murder of his rich parents, was in hospital in Gibraltar last night following an apparent suicide attempt.

Mr Newall, aged 27, who last week denied, through counsel, allegations in court that he had admitted killing Elizabeth and Nicholas Newall in Jersey in 1987, was taken into intensive care from Moorish Castle Prison with cuts to his wrists and groin.

Prison authorities declined to give detailed comment, but the injuries are believed to have been caused by an implement that Mr Newall had requested. The incident follows complaints by him last week of inhuman treatment.

Official sources confirmed that Mr Newall's condition was stable although he had apparently lost a fair amount of blood. He had been due in court today.

Mr Newall admitted the murders to his father's twin brother, Steven, and his wife, Gaye, at the Dunkeld House Hotel, Perthshire, on July 14.

John Blackburn Gittings, Gibraltar's attorney-general, last week told a Gibraltar court that rejected a bail application by Mr Newall, who faces proceedings for his extradition to Jersey. "During a conversation with Steven Newall and aunt Gaye, he made statements amounting to an admission that he had killed his mother and father," Mr Blackburn Gittings said.

Mr Newall's counsel, Chris Finch, rejected the allegation. Mr Newall was arrested last month sailing off Casablanca.

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SATURDAY'S TIMES

Going for broke



The secret of racing's appeal, says one owner's daughter, is that it cuts across class. That, Anthony Gardner finds, is not its only secret...

Yaroo! Beasts!



Hard beds, putrid porridge, faggots: Malcolm Bradbury had none of these. So why does he still think schooldays are the worst days?

Latin beat



Fancy a tango on the tarmac? Matthew Parris takes a weekend break in Buenos Aires

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Campaign aims to cut road deaths

By JULIA LLEWELLYN SMITH

GRAPHIC television advertisements showing the effects of cars hitting children at different speeds were broadcast for the first time last night as part of a £2.3 million campaign to reduce child deaths on the road.

The government initiative uses the slogan "Kill your speed. Not a child." Two advertisements, at the beginning and end of a commercial break, show a child hit at 20mph who breaks a leg, one hit at 30mph who suffers brain damage and parents by the grave of their daughter, hit at 40mph.

At the launch of the six-week campaign, timed for the new school year, John MacGregor, the transport secretary, said: "This is very specific and fairly brutal because we want to get the message across."

Road deaths in general are at 1948 levels, with 4,568 deaths in 1991, although traffic has increased ninefold. Britain has one of the worst records in Europe for child casualties. Last year, 380 children were killed and 7,700 seriously injured in road accidents, an average of 22 a day.

Research shows that 19 out of 20 children hit at 20mph survive, but 17 out of 20 hit at 40mph are killed. Mr MacGregor said: "The evi-

dence is clear — excessive speed is a contributory factor in up to one third of all road accidents. Too many children are killed or seriously injured because someone is in a hurry."

The campaign will involve the distribution of leaflets and posters and regional press coverage. The government is hoping that the campaign will change drivers' attitudes. Mr MacGregor said: "Road accidents account for over half of all accidental deaths to children. We must do everything we can to reduce this senseless loss of young lives."

Other ways to reduce road casualties include the introduction of 20mph zones in residential areas and variable speed limits outside schools on main roads. Seventeen per cent of child pedestrian casualties are on the way to or from school and more than 80 per cent occur in built-up areas.

Edmund King, campaigns manager for the RAC, said: "We support this initiative but we would also like to see more well-planned traffic calming schemes." Andrew Howard, the AA's head of road safety, urged drivers not to take short cuts through housing estates. "When you must drive through residential areas, slow down. You have the power to save the life of a child."



Warning signs: pupils from the Sir John Cass school in the City of London launch the campaign yesterday at the transport department

Duke accuses green lobby of strangling country life

By MICHAEL HORNSBY, AGRICULTURE CORRESPONDENT

RURAL life is being destroyed by poverty, declining services, a lack of cheap housing and an over-emphasis on protecting the countryside against development at the expense of those struggling to make a living there, the Duke of Westminster, Britain's richest man, said yesterday.

One in four rural families was living on or below the official poverty line, he added. The duke joined 40 leading businessmen, industrialists and churchmen in signing an open letter to John Major that urged the government to treat the malaise in rural areas with the same seriousness as the decay of inner cities. "Every-

body knows about inner cities, but people suffering much the same difficulties in rural areas get precious little attention," the duke said.

"There is poverty, deprivation, distress, unemployment and a desperate lack of affordable housing. People in the countryside may not be rioting, but they are doing more serious things like killing themselves."

The duke was speaking at the release of a report of an enquiry into the problems of rural areas, which he convened and chaired at the suggestion of the Prince of Wales. The report, described by the duke as "putting the

business point of view", criticises the government for being over-influenced by environmentalists. "Many green pressure groups are uninformed — or even unwilling to be informed — about the kinds of industry which might be established in rural areas, especially about new technology which is developing clean processes," the report says.

For many people in rural areas life is extremely grim, it says, yet their scope for action and self-help is being "impeded by measures designed to please the sensibilities of people who are not themselves affected by the problems of deprivation". There were ex-

tremis in the environmental movement, the duke suggested, who wanted a "fossilised and museumised" countryside for the benefit of wealthy urbanites with second homes or retired people who did not need the jobs, schools, shops, public transport and other services that were the lifeblood of less well-off local people.

The duke, who owns much of Mayfair and Belgrave as well as thousands of rural acres in Cheshire, Northern Ireland and Scotland, insisted that there was nothing incongruous in one of the country's wealthiest landowners pleading the cause of the rural poor. "I do know an awful lot of people who are in a desperate plight. I am a human being as well as the rest of you and I can understand their suffering."

Housing is the "key to regeneration", the report says. The government should increase greatly the allocation of public money for the building of houses that could be rented cheaply. The government's main agency for creating jobs in the countryside, the Rural Development Commission, has an annual budget of no more than £39 million, compared with the £3,000 million a year spent on the Action for Cities programme.

The report says that present planning guidance could be too easily "exploited by those determined to prevent developments in their own backyards". Many councils are still too restrictive when considering applications to build houses or to convert redundant farm buildings for use by small businesses.

The government is also urged to introduce tax concessions for the management and planting of woodland on land no longer needed for food production.

Tony Burton, a planning specialist with the Council for the Protection of Rural England, said: "I find it extraordinary to suggest that the government is so influenced by our views that we are strangling necessary development in the countryside. But we do say that the countryside is such a fragile resource that any development must be carefully monitored."

Leading article, page 15

Intensive farming 'threatens to wipe out 40 bird species'

By OUR AGRICULTURE CORRESPONDENT

ABOUT 40 birds dependent on farmland are at risk because their habitats are being destroyed by intensive agriculture, the Royal Society for the Protection of Birds said yesterday. Even common species such as swallows and skylarks are in decline.

The society called on the government to set a target of turning 2.5 million acres of surplus farmland into nature reserves by 2000. It says that 30 per cent of England should be brought within those areas designated as "environmentally sensitive", which account for no more than about 3 per cent at present.

Farmers in these areas qualify for subsidies if they conserve wildlife habitats and maintain other traditional features such as hedges, ponds and stone walls. John Gummer, agriculture minister, has increased the number of such areas but opposes their large-scale extension as too costly.

Launching a "campaign for the countryside", Barbara Young, the society's chief executive, said: "The countryside stands poised between recovery and ruin. Unless we act now, the silent spring forecast 30 years ago will become a reality. Imagine a world without the song of the skylark."

The society said that lapwings and corn buntings had declined by 50 to 60 per cent since the early 1960s, corn crakes by 33 per cent since 1970, redshanks by 50 per cent since 1968, and barn owls by 50 per cent since the 1930s. Urgent government action was needed to ensure that reforms for reviving the countryside was ready by the middle of next year, the deadline for plans to be submitted to Brussels if Britain was to benefit fully from EC conservation grants.

Priority must be given, the society says, to restoring lost or damaged bird habitats such as meadows, heaths and moorland. Heather moors have declined because of conversion to grassland, over-grazing and afforestation. Hay meadows have been reduced by the switch to silage-making, wetlands have been drained for



At risk from top, the lapwing has declined by 60 per cent since the 1960s; the corn crake by 33 per cent since 1970; the redshank by 50 per cent since 1968

crops, and the shift to autumn sowing has affected birds which nest on bare fields.

Among other species listed by the society as being dependent on farmland are barnacle goose, bean goose, Bewick's swan, black grouse, black-tailed godwit, chough, Dartford warbler, golden eagle, golden plover, goshawk, greenshank, grey partridge, hen harrier, marsh harrier, merlin, nightjar, peregrine, pink-footed goose, pintail, pochard, quail, red kite, red-backed shrike, red grouse, ruff, shoveler, teal, white, whimbrel, white-fronted

goose, and white-tailed eagle. The society said that 104,000 miles of hedges in England had been destroyed, mainly by agriculture, since 1984. Northern Ireland had lost more than 40 per cent of its hay meadows since 1987.

David Naish, National Farmers' Union president, said: "It should be remembered that farmers were encouraged by government to maximise their land to produce food for the nation." □ Our Countryside. Our Future. (RSPB, The Lodge, Sandy, Bedfordshire. SG19 2DL; £5 inc postage)

Five-year search for job ended in suicide

A YOUNG man with eight A-grade O levels who was unable to find a job for five years flung himself from a multi-storey car park in despair, an inquest was told yesterday.

Duncan Woodward, 21, who took his examinations in 1987, became increasingly frustrated as he searched for work in his home city of Lincoln, where more than 7,000 people are out of work.

His mother, Christine Woodward, told the inquest in Lincoln: "When he left school he went to live with his father in Canada for about nine months, thinking he could get a job more easily over there but he could not. When he came back he couldn't get a job and developed problems. Things just got on top of him. On the afternoon before he died he came to the shop where I worked, which was really unusual. I knew something was wrong because he put his arms around me and said 'Look after yourself Mum'."

He got nine O levels at school, eight A and one B. It really got him down all the time that he could not get a job."

Mustafa Mohanna, a psychiatrist, told the inquest that Duncan had not suffered from clinical depression. He said: "There was unhappiness in that Duncan felt he wasn't living up to the expectations that people had of him. The result of my investigations was that he had no mental illness. He had problems rather than an illness. I think his not having a job made him deeply unhappy."

Mr Woodward, who went to Robert Patterson Comprehensive at North Hykeham, died when he threw himself from the Broadgate car park last month.

Dr Humphrey Butcher, the coroner, recorded a suicide verdict. He said: "It is difficult for young men to live up to expectations nowadays with the economic situation as it is."

Pilots serve the gin and await a tonic from job market

Any work in aviation is better than none, Harvey Elliott reports in a Times series on redundancy in the professions

WHEN you have spent £40,000 on training to qualify for the only job you ever wanted to do, it is hard to have to work as a superior waiter and earn a fraction of the salary you had expected. Yet for dozens of would-be airline pilots now flying as cabin crew while they wait for the recession to end and the demand for their skills to return, any job in aviation is better than none. As they serve gin and tonic to the dwindling number of businessmen still prepared to fly abroad in the search for business, they know that they are at least in touch with the world of commercial aviation and ready to take advantage of any growth in air travel which might create work for pilots.

Until that happens, and some predict it could come within the next year, the government is funding one of the most exclusive, but busiest, jobcentres in Britain to try to find them flying work, however temporary.

Peter Ford, a retired British Airways and Virgin captain, works from an office attached to the Gatwick Jobcentre and tries to find jobs for more than 450 qualified but unemployed pilots on his Professional Pilots Register.

The register began life two years ago among pilots who lost their jobs when Air Europe collapsed and it was so successful and productive that last year it was officially backed by the employment department which now provides office space and pays Captain Ford and a small team to seek out the few jobs which are available.

For the thousands of young men and women who hope for a career in aviation, immediate prospects are bleak. Few companies are prepared to train new recruits because the pool of already qualified pilots is large enough to fill vacancies for several years.

British Airways has not taken on recruits for four years and is trying to find jobs for more than 300 aircrew who have already completed their

training at Prestwick air training school, as well as flight engineers who were promised work as pilots when their jobs virtually disappeared with the introduction of aircraft needing only two crew members. A further 100 trainees are finishing their course at Prestwick.

One pilot hoping for a flying job within the next year is Dave Fielding, 25, who finished a course that was paid for by British Airways more than a year ago. Since then he has worked as a bricklayer, a waiter and an odd job man in South Africa.

"Waiting at table is not unlike being a pilot, but without the flying," he said. "You have to keep your head when all about may be losing theirs and be able to cope under stress. I am now getting on for halfway to retirement age already and have still not flown commercially, but BA do keep in touch and I get the occasional chance to fly on a simulator to keep my hand in. I am much luckier than many others who have had to pay for themselves and still can't get a job in aviation."

At the Jobcentre, Captain Ford is approached by about 15 new job seekers every day. "About a third of them have been made redundant, some have found short term contracts, maybe with foreign airlines, and are looking for a permanent post and the rest are newly qualified," he said.

"They decided to make flying their career more than three years ago when there was a huge demand for pilots and some even mortgaged their homes to pay for their training. Now they have joined the job market at the worst possible time. There are signs of hope, however, and although a lot more short term contracts will expire in the autumn the airlines are soon going to want to recruit again."

Because so little new training is taking place, some airlines believe that within three or four years they will be confronted by a shortage of pilots.

NEWS IN BRIEF

Four die on teenage driver's first trip

Four teenage friends were killed when the car one of them had been given earlier in the day crashed into a bus.

Leslie Peers, 17, of Grangetown, Cleveland, had taken his friends for a drive in the A-registered Ford Escort on Tuesday night. It careered across the central reservation of a dual carriageway near Redcar and hit the bus.

The three passengers were named as Steven Cornorton, 17, Craig McGee, 17, and Michael Lee, 18, who all lived near Middlesbrough.

Mr Peers had passed his driving test four weeks ago and had pleaded with his mother, Jeanette, to buy the car. She taxed and insured it for him on Tuesday morning. She said yesterday: "It's a complete waste of four lives."

Man bailed on pavilion charge

A man was remanded on bail by Brighton magistrates yesterday, charged with causing £150,000 of damage to art objects in the Royal Pavilion.

Paul Manjara, 27, unemployed, of Hove, is alleged to have smashed oriental vases, antique furniture, a clock and ornaments after breaking into the pavilion on Monday night. He was remanded on £1,000 bail until November 4, on condition that he lives in Coventry, his home town.

Blind boy's loss

Nicholas Killen, 6, whose remaining eye was removed earlier this year to prevent the spread of cancer, lost hundreds of toys and gifts in a fire that destroyed the top storey of his home in Saltair, West Yorkshire. No one was hurt in the fire, believed to have been caused by his brother Liam, 3, playing with matches.

Nuclear halt

Reprocessing work at the British Nuclear Fuels plant in Sellafield, Cumbria, has been halted because of a fault in an evaporator. The plant is likely to remain closed for several days.

Early start



The ITN newsreader Fiona Armstrong, above, is to join GMTV, the breakfast television station that will take over from TV-am on January 1. Other presenters will include Jeremy Beadle and Michael Wilson, formerly of BSkyB.

Labour post

Jack McConnell, 32, leader of Stirling council's Labour group, has been appointed secretary of the Labour party in Scotland. He succeeds Murray Elder, who has become chief of staff for John Smith, the Labour leader.

Drivers caught

Police have caught more than 300 motorists in three days for speeding on a stretch of road between Salisbury and Warminster, Wiltshire. There have been several deaths on the road in recent years.

Pool drained

Vandals who broke into Airedale public swimming baths in Skipton, North Yorkshire, emptied the pool by opening the release valves. They caused damage costing thousands of pounds.

Art flown in

Two three-ton sculptures by Peter Randall-Page were lifted into place by helicopter at the National Trust's Castle Drogo estate, near Chagford, Devon.

Triple twins

The new intake of four-year-olds at Stoke Poges First School, Buckinghamshire, included three sets of identical twins.

Fisher hooked

John Fair, a river warden, of Rodden, Dorset, was fined £50 by Weymouth magistrates for fishing without a licence.

Clerics hail the wonder of soundbites

By RUTH GLEDHILL, RELIGION CORRESPONDENT

CLERGY in the Church of England attempted yesterday to revive the dying art of homiletics — keeping your congregation enthralled from the pulpit. The three-day festival of preaching in York is aimed at lay and ordained preachers who want to make their 15 minutes seem like two and thus keep the less attentive awake. Over 250 people have signed up.

Sermons, once colourful diatribes of hellfire and damnation, nowadays have often dwindled into little more than clichéd weekly platitudes. The Archbishop of York, Dr John Habgood, said: "In our soci-

ety, sermons on the whole are denigrated, even by the clergy. If you defend the sermon, you need to understand what is special about it. Preaching sermons is an art form."

Evensong is thought to have grown more popular at some churches often because there is no sermon. The Church of England and other denominations, however, are trying to rescue the practice from public disdain. The festival, organised by the College of Preachers, includes workshops on preaching biblical sermons, evangelistic sermons and sermons on political and ethical issues. About eight sermons will be delivered, none over ten minutes.

Dr Habgood, who opened

the festival at the University College of Ripon and York St John, believes that congregations should offer feedback to their vicars to show they have been listening. "I think clergy suffer from not getting the kind of response from sermons which encourages them to do better." The archbishop said the sermon should not be used primarily for teaching or exhortation, although it often was. Neither should it be seen as entertainment, or a substitute for other means of communication. Instead, the sermon should be a spiritual tool. "It grows out of the context of worship. The aim of preaching is to arouse, strengthen and deepen faith."

The Right Rev Richard Holloway, Bishop of Edinburgh, speaking yesterday, said: "Preachers have a vocation, like a poet's vocation." He cited the evangelist Billy Graham as one of today's great preachers. Preb Cleverley Ford, a founder of the College of Preachers and author of more than 30 books on preaching, said the first two minutes of any sermon were the most important and there must be a climax. He said: "I wish I could say preaching is flourishing, but I cannot. It is rather feeble." Sermons had become dull and boring. "Great preachers are born, not made, but it does not need to be as dull as it is," he added.

Union boss calls for Lamont to be sacked

By ROSS TIEMAN, INDUSTRIAL CORRESPONDENT

A SENIOR union leader called for the sacking of Norman Lamont, the Chancellor, and a return to Keynesian economic policies designed to secure full employment.

Roger Lyons, general secretary of the technical union MSF, told the Trades Union Congress in Blackpool: "The biggest contribution John Major could make to lifting the burden on business today would be to sack Norman Lamont. Not only would the unemployed cheer, but there would be a huge sigh of relief in boardrooms, high streets, factories and offices across the land."

Mr Lyons told the delegates that, despite false promises of recovery, the Chancellor's policies had continued to deepen the recession, increase unemployment, harm manufacturing, run down research and development and starve public services.

Mr Lyons urged unions to

EMPLOYMENT

lead a crusade for full employment, and to build a "new national consensus" embracing employers, local authorities, churches and "progressive elements" of all political parties.

Contrasting the success of the Scottish TUC in maintaining and developing a broad coalition of interest groups working to tackle unemployment, Mr Lyons called for an explicit return to Keynesian economic policies.

If Japan, a "paragon of the market economy", could adopt a £43 billion public investment package, "why can't we reclaim Keynes to boost employment and recovery in Britain?" he asked. Mr Lyons said Britain should adopt a comparable programme of infrastructure investment, should encourage private sector investment

through tax incentives, and support diversification of the defence industry.

Mr Lyons attacked the government for its "malign neglect" of manufacturing, and a "hands-off policy that has allowed other countries to get their hands on what's left of our industry."

His appeal won the support of congress for a national campaign designed to restore the consensus that full employment should be the principal goal of economic policy. Congress rejected the prime minister's objective of zero inflation, but recognised the need to keep inflation at a low level, and therefore, implicitly, the need for restraint on pay.

The composite motion passed by congress acknowledged that "a degree of inflation is inherent in a full employment economy", and was a necessary indication that production needed to grow to meet demand. However, it added, "congress considers inflation must be kept under control, and that the trade union movement has a responsibility in its own self-interest to contribute to this process."

The motion also acknowledged that in a growing economy, "there must always be an element of labour mobility which requires 2 to 3 per cent of the workforce to be seeking employment at any one time."

However, the TUC is calling on the government to take four initiatives which, delegates believe, would help reduce joblessness.

The first priority is the phased release of local authority capital receipts to finance a house-building programme. The TUC says the government should also bring forward work on public infrastructure projects, and encourage local authorities to make block purchases of vacant houses.

In addition, delegates called for a temporary work programme, paying the "rate for the job" and including structured training, leading to qualifications. These will form the centrepiece of a TUC campaign.



Jobs scrum: PC Wade Dooley, the 6ft 8in England rugby player, keeps marchers in line during a Blackpool protest at unemployment

TUC urges law to end fraud

By PATRICIA TEHAN

5. PENSIONERS

the Graphical Paper and Media Union and the National Communications Union is organising a rally in London on December 1. It hopes to build a network of activists to put pressure on employers and the government.

At a meeting to launch the campaign John Edmonds, the GMB general secretary, said: "We need comprehensive new legislation, the cornerstone of which must be to remove the total control which employers have over their pension fund money."

The TUC hopes to influence the independent enquiry into pensions law under Professor Roy Goode. Delegates voted

unanimously in favour of a motion for a government scheme to compensate Maxwell pensioners and to press for the passing of new legislation.

The TUC wants the legislation to recognise that pension fund contributions are a form of deferred pay and that therefore the fund belongs to scheme members. It wants a state compensation scheme; strict regulations on stock lending and self-investment in parent companies; the segregation and independent audit of funds from company assets; for any takeover of a company to prohibit the removal of pension fund assets; and for pensioners to receive fuller information on the management of funds.

President pleads for wages councils

By PATRICIA TEHAN

THE TUC is hoping to take advantage of reported divisions between government ministers to persuade them not to abolish wages councils. Rodney Bickerstaffe, the TUC president, urged the new employment secretary, Gillian Shephard, "not to turn her back on Britain's low-paid workers, in particular low-paid women."

The TUC's call came yesterday as it published the findings of research which shows that nine out of ten people support continued protection for low-paid workers. Philip Pearson, of the TUC's low pay

unit, said 106,000 firms were found to be illegally underpaying staff between 1979 and 1991, but only 82 were prosecuted.

Almost 6,000 firms were caught underpaying last year and only 15 were prosecuted. In 1991, the TUC estimates, £1.5 billion was due in wage arrears.

Mr Bickerstaffe added: "If the government's rumoured plans to abolish wages councils are true, then she will be saying, in effect, that she wants to cut the wages of almost two million low-paid women."

Wages councils are independent statutory bodies which set minimum rates of pay for workers, mostly in the services sector. The TUC believes that if the 26 wages councils are scrapped, wages for all the 2.5 million workers, mostly women, covered by them will fall. Mrs Shephard is Britain's first minister with responsibility for women's issues. In July her predecessor, Michael Howard, said wages should not be set centrally or by government bodies.

The TUC hopes Mrs Shephard's support for women's training and career advancement will be extended to include support for wages councils and higher minimum pay levels.

Return of EETPU backed

After four days of behind-the-scenes negotiations, the TUC is expected to clear the way for the re-admission of the electricians' union, the EETPU, today.

The general council decided unanimously to call on the National Union of Journalists to withdraw a blocking motion. The EETPU was expelled four years ago in a row over poaching members from other unions. Earlier this year the electricians merged with the AEU engineering union, a TUC member.

Willis accepts

The TUC is to take up the invitation for talks on areas of common interest issued by the Confederation of British Industry. In a public message to Howard Davies, the CBI director general, Norman Willis, general secretary of the TUC, said: "You will be hearing from us."

Post threat

Post Office unions said that government plans to privatise Parcelforce and to review the remaining Post Office activities posed a real threat to services.

Today's agenda

This morning's debates will focus on health and safety issues, ranging from EC legislation to the problems of stress and violence faced by workers in the National Health Service.

A confrontation between the AEEU engineering union and delegates from leading public sector unions is expected when congress moves on to debate calls for campaigns in support of lesbian and gay rights.

The most critical debate — on the re-admission of the EETPU — is expected in the afternoon.

Tax privacy 'at risk'

By NICHOLAS WOOD, POLITICAL CORRESPONDENT

THE confidentiality of tax returns by individuals and firms is threatened by the government's plans to bring in private contractors to run many of Whitehall's support services, union leaders claimed yesterday.

Unveiling a survey of the extent to which white collar services such as computing, safety checks and the collection of official statistics will be contracted out to private firms, a group of civil service unions accused ministers of concealing the scale of their "ideological experiment at the taxpayer's expense".

Their initial trawl suggested that more than 400 services in 30 departments and agencies would be dangled before firms interested in profiting from a transfer of state assets to the private sector. The "market-testing" exercise, a precursor to full contracting out, put at risk 50,000 civil service jobs.

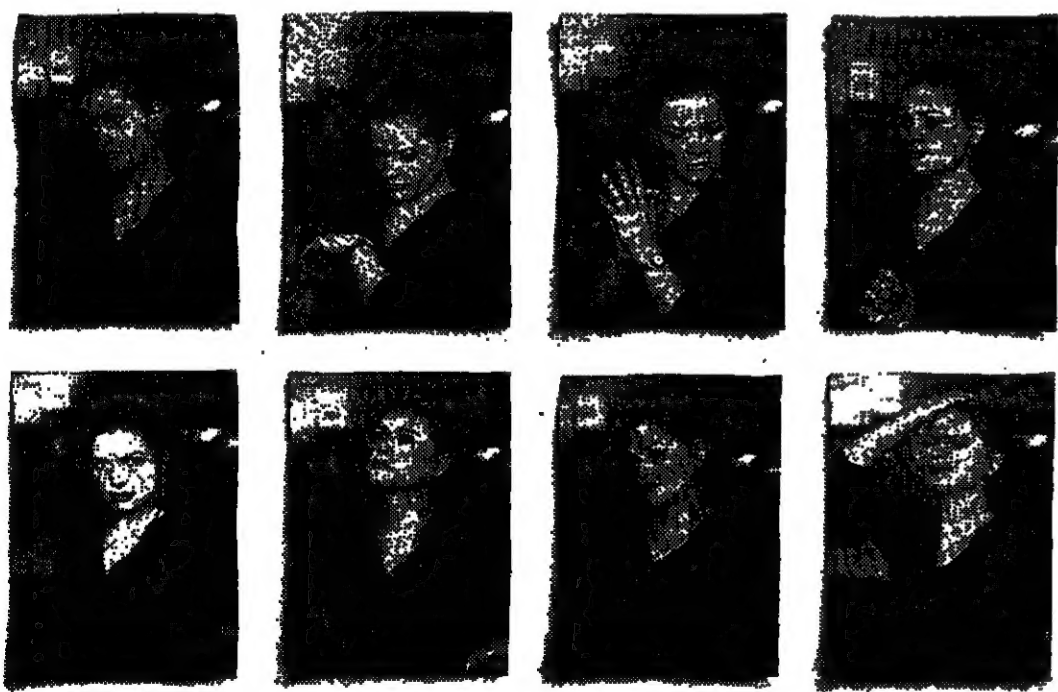
The Council of Civil Service

WHITEHALL

Unions, an umbrella body representing 500,000 non-industrial Whitehall staff, said the government's move raised serious concerns about confidentiality, conflicts of interest and safety.

Clive Brooke, general secretary of the Inland Revenue Staff Federation, said the government's "competing for quality programme" posed immense risks to the confidentiality of tax returns. It would mean a handful of big computer companies assuming responsibility for processing and storing highly sensitive personal data. "What price confidentiality when computer work on your tax files is up for grabs? Or what price confidentiality when letters between you and your tax inspector are typed by an agency temp?" Mr Brooke told the conference.

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Republicans remember the moderates

Quayle muzzles the voice of extremism

FROM MARTIN FLETCHER IN WASHINGTON

DAN Quayle, the vice-president, trying to stop a hasty retreat by the Bush campaign from the extreme social conservatism shown at last month's Republican convention in Houston.

Campaigning in California this week, the administration's leading conservative has displayed a sudden new tolerance of homosexuals, softened his opposition to abortion, and redefined "family values" so that they no longer exclude the majority of Americans who do not live in traditional nuclear families.

A Washington Post-ABC News survey yesterday showed Mr Bush still trailing Mr Clinton by 38 per cent to 53. But what has most alarmed the Bush camp are polls showing that, while the convention shored up the president's conservative base, its harshness offended the critical

middle ground. A Time magazine survey last weekend showed suburban voters in five key states that backed Mr Bush in 1988 have switched to the Democrats in droves.

Noting Mr Quayle's sudden new tone, the Clinton camp accused the Bush campaign of cynical opportunism. "They believe they've gotten all they can from the evangelical voters, and now they want to put it to bed and appeal more to the more moderate, independent, suburban supporters," said Stan Greenberg, Mr Clinton's pollster.

But Mr Bush, due to address tomorrow the Conservative Coalition of Pat Robertson, the evangelist, is walking a perilous tightrope. "If they really back away, they should go on and plan their next career because they need that [conservative] vote," Gary Bauer, president of the Family Research Council, said. "They need the traditional values vote."

In Houston, Mr Quayle

unequivocally stated that the gay lifestyle was "wrong". But asked on a television call-in show about the strident gey-bashing speeches of Mr Robertson, Pat Buchanan and others, he insisted: "I don't think you heard any of that rhetoric coming from me. You didn't hear it coming from the president." The Bush administration had implemented a policy of non-discrimination against homosexuals, "and we are proud of that record."

Mr Quayle has repeatedly hedged in recent days when asked if he supports the Republican manifesto's demand for a constitutional ban on abortion. "I'm trying to use the political arena to change attitudes, to have more reflection on the tragedy of abortion," Mr Quayle told a television interviewer. A senior administration official admitted that the manifesto's extreme position had scant national support.

Anthony Howard, page 14



Radio rabble-rouser: Rush Limbaugh, the Republican talk-show host renowned for good old American prejudice and anti-Democratic invective

Right's rottweiler rallies the rednecks

George Bush, a polite patrician, is grateful for a man who savages liberals. Ben Macintyre writes from New York

In a Republican election campaign notable for its condemnation of the "media elite", there is one member of the fourth estate who has not just escaped the criticism, but profited from it.

He is the radio talk-show host Rush Limbaugh, 16 stone of red-blooded, far-right, rabble-rousing Republican, whose appeals to good old American prejudice and anti-Democratic invective have earned him a special place in the hearts of many grassroots conservatives and the profound gratitude of his party. Limbaugh hates, in no particular order, environmentalists, Democrats, Woody Allen, the rest of the media, Bill Clinton, "compassion Nazis", global warming experts, homosexuals, addicts, animal rights activists, scoundrels, quibblers, Ross Perot, "feminists" (feminists), and flag-burners. He loves Rush Limbaugh, President Bush and Dan Quayle, in that order. Oh, and God.

Since he began broadcasting in 1988, Limbaugh has achieved cult status among many conservative (usually white) Americans. About 12 million people tune in to his radio show every day. The programme, which has been described as the last small town in America, is syndicated to about 500 radio stations, and on Monday Limbaugh is scheduled to start his own television show.

The Republicans have few friends in the media, so Limbaugh is one to cherish. At the Republican convention he sat next to the former president, Gerald Ford; he has been Mr Bush's personal guest at the White House.

Mr Bush has not been slow to show gratitude to his most vocal supporter. "I got a note from Mr Bush," Limbaugh told *The Washington Post*. "A thrill, I might add. A thank-you note saying 'I've been

hearing some nice comments about me on the show.' While others have wavered in their support for the president, Limbaugh stood firm."

Rush Limbaugh is highly intelligent and supremely vulgar, a college drop-out turned homespun philosopher, the sumo wrestler of the American right and the sort of supporter that the fastidious and polite Mr Bush would probably rather avoid. But with the Republicans trailing in the polls, Limbaugh, 41, has taken on an unofficial, but vital role in the Republican campaign by solidifying the support of the right wing. Pat Buchanan's speech at the Republican convention made the conservatives feel wanted; Rush Limbaugh, as strategists are well aware, can make them vote. When he attacks homosexuality, or pours contempt on feminism or women who have an abortion, the Republican leadership may hold its breath, but in cars, on porches, by sink and stove, a significant section of the electorate clucks and nods and prepares to vote Republican.

Sales are booming of Rush memorabilia, including Limbaugh mugs, car stickers and T-shirts; an oilfield has been named after his show. Bars and restaurants in the Midwest have set aside "Rush rooms", where the faithful sit in adoring silence for three hours a day as their hero exorcises the liberals.

Taste and balance are not Limbaugh's strong suits: if the abortion issue is raised, he turns on a recording of a vacuum cleaner; after a Mexican won the New York marathon, he suggested that the man was probably being chased by immigration officials. When a listener called in to complain about that remark, Limbaugh spanked himself, one of the most unpleasant sounds ever heard on live radio.

Peres seeks EC role in peace talks

BY RICHARD OWEN

SHIMON Peres, the Israeli foreign minister, called yesterday for direct European Community participation in the revived Middle East peace process and an end to the Western arms embargo against Israel.

After talks with John Major and Douglas Hurd on Tuesday, Mr Peres said he had reached an understanding with Britain, which he hoped would open a new chapter in relations between Europe and the Middle East, with close EC involvement leading to the formation of a Middle Eastern economic community along EC lines.

"Europe can and should play a major role in the construction of a new Middle East," Mr Peres said. Diplomats said that Mr Hurd, who is president of the EC Council of Ministers, would raise the Israeli proposals at this week-end's informal session of EC foreign ministers.

The Israeli argument is that Israeli concessions at the peace talks under way in Washington — including a freeze on the building of West Bank settlements and the offer of Palestinian self-government — deserve "reciprocal gestures" by the Arab side, including moves to ease the long-standing Arab economic boycott of the Jewish state.

The multilateral talks, at present held at various venues, cover economic questions, ecology, water supplies, refugees and arms control. Mr Peres said that the multilateral talks could turn into the Middle Eastern equivalent of the Helsinki process, which had ended the Cold war in Europe. Mr Major and Mr Hurd had reacted favourably to his proposal for a Middle Eastern development bank, along European lines, to create "the infrastructure for a peaceful Middle East".

Jerusalem: Yitzhak Rabin, the prime minister, rebuffing headline criticism of his flexible stance at peace talks in Washington, told right-wing deputies in the Knesset, during the parliament's first discussion of the latest round of negotiations, that it would be impossible to ease enmity with Syria without returning parts of the occupied Golan Heights (Ben Lynfield writes).

In Damascus, President Assad was quoted by aides as ruling out anything less than a full Israeli withdrawal. "Syria will never give concessions on its land and rights," he said.

NEWS IN BRIEF

Yeltsin calls off risky Japan trip

Moscow: Boris Yeltsin steered away from diplomatic disaster yesterday, abruptly cancelling his visit to Japan, due to begin on Sunday, under domestic pressure to avoid the fiasco of an ill-starred and fruitless trip (Anne McElvoy and Bruce Clark write from Moscow).

The Russian leader had been due to discuss the fate of the four South Kurile islands, seized by Soviet troops at the end of the second world war and which Japan is demanding back. The dispute has, however, been looking increasingly intractable.

The decision not to go to Tokyo deals a rude blow to the only capitalist country with the surplus funds to afford significant help to Russia's economy in the form of aid and investment. No new date has been set for the visit, which was to include an investment-seeking stop in South Korea.

Plea to bishop

Budapest: A prominent group of ethnic Hungarians has asked the Romanian bishop, Laszlo Tokes, to end a hunger strike, saying he has won a moral victory in his attempt to unmask villains of the 1989 revolution. (Reuters)

Italy helps

Rome: Galvanised by the devastation of its former colony, Italy is to build four hospitals in Somalia and help to restore electricity and water supplies in Mogadishu, the Italian government said. (Reuters)

Soldiers killed

Manila: Philippine Communist rebels killed 12 government soldiers in an ambush in the central Philippines town of Cauayan in Negros Occidental province, 340 miles south of Manila. (AP)

Poll planned

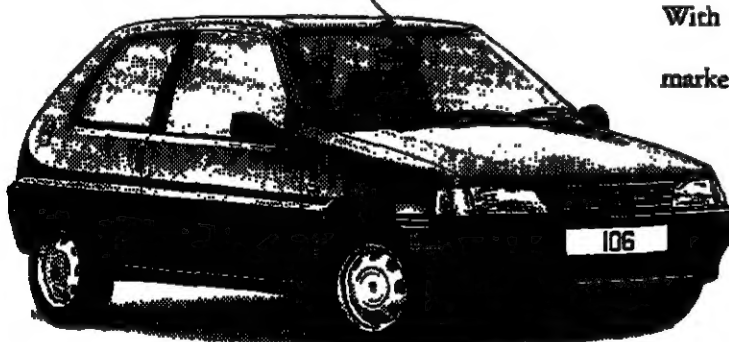
Djibouti: The Djibouti government said it would legalise opposition parties this month and hold multiparty elections in November. The announcement coincided with a report of renewed fighting between troops and rebels. (Reuters)

Thai treat

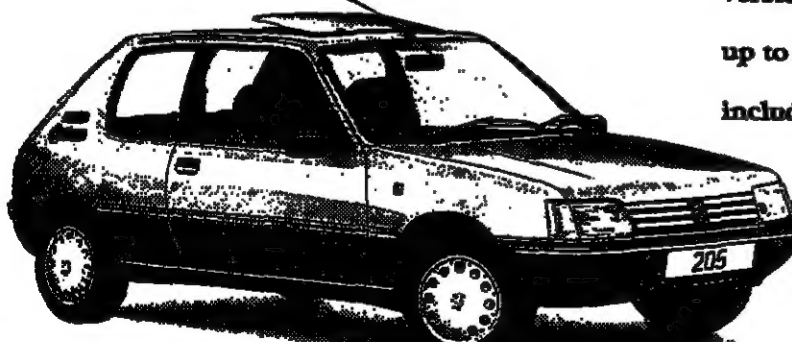
Bangkok: A candidate in Thailand's general election illegally treated 150 supporters to entertainment in a famous Bangkok massage parlour after a rally, the election watchdog body said. (Reuters)

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THE LION GOES FROM STRENGTH TO STRENGTH

Time is running out for apartheid's patchwork of homelands

THE days of the so-called independent black homelands were probably numbered from the moment in February 1990 when President de Klerk formally renounced apartheid. But the idea of keeping them going for as long as possible has plainly crossed the minds of those who see a federal future for the country as a way of diluting the voting power of the black communities. They are joined by those homeland leaders who wish to stay in power.

The conference called this week by Mr de Klerk to discuss federalism, and the tenacity of Brigadier Joshua "Oupa" Gqozo of the Ciskei are signs of this development. The onslaught of the African National Congress against what it calls "bantustans" is explained by fear of it happening. The ANC is keen to dismiss those leaders who are opposed to it, while they are content to maintain those that are friendly. The aim of the ANC is to reincorporate all of them back into a unitary South Africa.

There are ten homelands. Four have a spurious independence, recognised by no one outside South Africa. The

Those who fear the dominance of the ANC in a democratic and united South Africa believe their salvation lies in preserving the homelands, writes Michael Hamlyn

other six are referred to as self-governing. Each of them is maintained, at considerable cost, by the South African exchequer.

Transkei was the first to become independent as the political home for the majority of the Xhosa-speaking blacks in 1976. It is ruled by a military council under General Holomisa, who favours reincorporation and has the backing of the ANC. It is the largest, and in many ways the most successful of the homelands.

Ciskei Separated from the Transkei by a narrow corridor of "white" South Africa, it was the last of the four to get its independence in 1981 as the home for the remainder of the Xhosa. It is ruled by Brigadier Gqozo, who seized power. He started by favouring reincorporation and shared a platform with the ANC, but relations quickly soured.

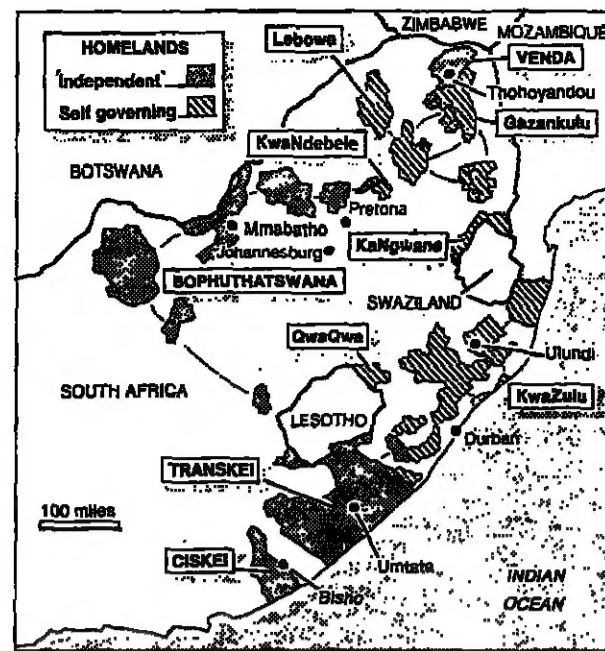
Venda: In the far north of South Africa, it is the home of

the Venda tribe. It became independent in 1979. Soon after Nelson Mandela's release from jail, there were demonstrations in favour of reincorporation before Venda's president, Frank Ravele, agreed to hold a referendum. A month later he was toppled by another military man, Brigadier Gabriel Ramushwana.

Bophuthatswana: By an accident of history the Tswana nation was divided by the British colonial boundary makers. The northern Tswana are fully independent in Botswana. Bophuthatswana is home for the rest. The various bits and pieces of "Bop" are all close to the metropolitan centres of the industrial heartland of South Africa, and it has thrived through exploiting the liberality of its laws in comparison to South Africa's. It became independent in 1977. President Mangosuthu survived a coup attempt in 1988.



Hendrik Verwoerd, the former prime minister and the architect of grand apartheid, and Chief Mangosuthu Buthelezi, leader of KwaZulu, who has made a strong power base out of one of the most successful bantustans



ional Park. Its chief minister, Nelson Ramdikwe, has called for the dismantling of the homeland system, and urged members of his youth organisation to join the ANC.

Gazankulu: Hudson Nkomo, chief minister of Gazankulu, would not maintain indefinitely the separate identity of his homeland. Gazankulu has faced turmoil from ANC-supporting demonstrators. The state is home to the Shangaan-Tsonga people.

KaNgwane: Home of the Swazi people of eastern Transvaal, KaNgwane was the last homeland to be created. Enos Mabuza was the first homeland chief to ally himself with the ANC. Mr Mabuza resigned last year in protest against the perceived inadequacy of government aid to his territory. He was replaced by the more pliant Cephas Zithu.

KwaNdebele: The second smallest of the states, KwaNdebele, the home of the Ndebele people, was second last to be created. The question of its independence, or reincorporation has caused widespread violence. The chief minister faces growing calls for reincorporation.

De Klerk asks Mandela for urgent talks

FROM MICHAEL HAMLYN IN PRETORIA

PRESIDENT de Klerk threw down a challenge to the African National Congress and its leader, Nelson Mandela, last night to meet him "at leadership level" to discuss the violence that is ravaging the country.

As he spoke, burning barricades were erected in the black townships in Ciskei that surround the salient of "white" South Africa containing King William's Town. Houses belonging to members of the Ciskei armed forces, who opened fire on the ANC protest march from the town to Bisho, the Ciskei capital, were set on fire by vengeful mobs. In Monday's shooting 28 people died and almost 200 were injured.

Ciskei troops for their part were accused of terrorising the township dwellers, picking up people they believed had taken part in the Bisho march and manhandling them. Soldiers fired warning shots at a handful of journalists who approached them to ask about the allegations.

Meanwhile, a march in a second black homeland, this time the tiny mountain self-governing region of QwaQwa passed off peacefully. The march, with many fewer participants than the Bisho march, was well disciplined by ANC marshals and was allowed to proceed and eventually hand in a petition calling for the resignation of the QwaQwa administration.

Both the cabinet and the national working committee of the ANC spent all day in urgent meetings to talk about what should happen next. It was at first expected that the government, blaming the ANC for bringing about the

Bisho slaughter, would break off all contact with the movement until it had rid itself of the communist element that appears to be dominating its decision-making.

The result of the cabinet meeting was exactly the opposite, however. Mr de Klerk addressed an international press conference in the Union Buildings here, saying: "A meeting between the government and the ANC has to take place urgently at leadership level now on the following issues: the problem of violence; the role which conflict-creating mass action plays in the transition to democracy; the ANC's violation of the peace accord; other obstacles to the resumption of negotiations."

The state president also called on the national peace committee, established under last year's peace accord, to call an urgent meeting of all the signatories to it, so that responsibility for implementing the accord may be looked at again.

Mr de Klerk also made clear that he wished to continue the process of reincorporating the black homelands within South Africa, as had been agreed at the Convention for a Democratic South Africa (Codesa). "A part of this process has to be a return to civilian government in the Transkei, Ciskei and Venda."

He flatly refused, however, to use his power to dismiss Brigadier Joshua "Oupa" Gqozo, the military leader of Ciskei, and to install an interim government before "reincorporation", saying that to do so would involve throwing "the constitutional system" out of the window.

Man in the news

'Red Ronnie' cast as villain of a tragedy

FROM RAY KENNEDY IN JOHANNESBURG

IN A damning comment yesterday, *Business Day* said here that if the slaughter at Bisho, the Ciskei capital, led to an election which ended the despotic rule of Brigadier Joshua "Oupa" Gqozo, "Kasrils' martyrs" would perhaps have served his purpose.

Ronnie Kasrils, a hardline Communist and former head of intelligence of Umkhonto we Sizwe, the African National Congress's armed wing, has been identified in the local media as the villain of all that went wrong at Bisho. He himself has admitted that he led the charge to try to occupy Bisho — the move that triggered Monday's killings.

As a diehard member of the South African Communist Party, he has never wavered from his view that negotiation with Pretoria is useless. As a member of the leadership of the party and the ANC, his views carry considerable weight. His background, is Golders Green in London and Johannesburg's tougher Jewish areas.

In 1961 he was a founder of

Umkhonto we Sizwe. The security police were soon after him, but he eluded them. Never lacking personal courage, he fled the country for the Soviet Union for training before becoming Umkhonto's intelligence head in Zambia.

On returning to South Africa after Nelson Mandela's release in February 1990, he was linked by South African security forces to a plot to seize power by force. He was hunted for months but almost insolently defied efforts to catch him. Eventually, he was granted an amnesty and appeared as an ANC/Communist party delegate at the Convention for a Democratic South Africa talks which eventually broke down in June.

Whether or not "Red Ronnie" will be allowed to lead further marches against the regimes of Chief Mangosuthu Buthelezi in KwaZulu and Chief Lucas Mangope in Bophuthatswana is an open question. The ANC must first decide if there are to be more "Kasrils' martyrs".

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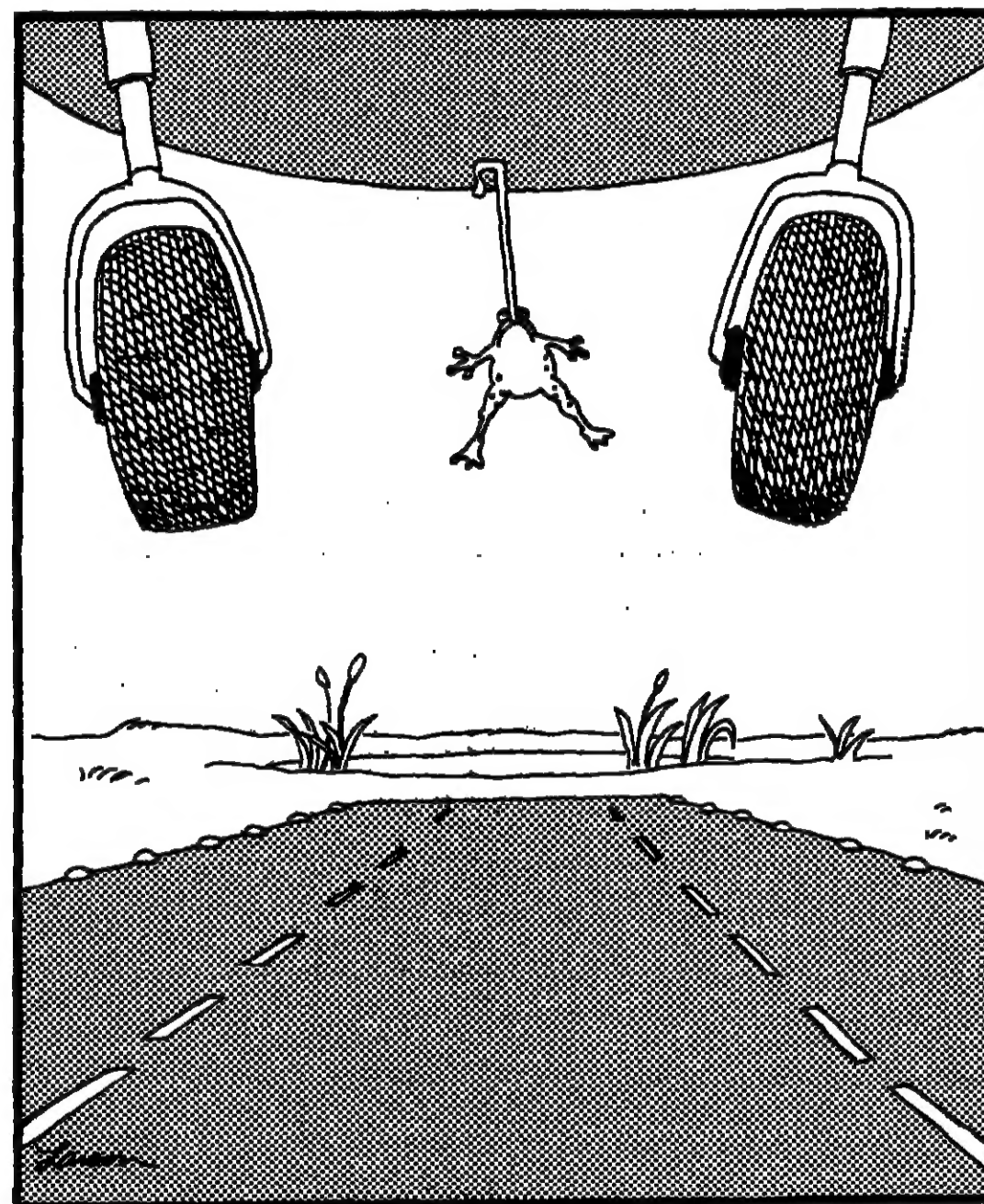
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Why pay pots for paint?

Financial troubles inflame social ills in Europe as continent limps towards unity

Forceful Kohl rejects pressure for grand coalition from rivals

FROM IAN MURRAY IN BONN

GERMANY

IN A rumbustious, hour-long speech in the Bundestag yesterday, Helmut Kohl, the German chancellor, demonstrated that he is still very much in charge and insisted there was no question of handing over power to a so-called grand coalition involving the opposition Social Democrats (SPD) this side of the next elections in 1994.

He made it plain that he was ready, even anxious, to work on a "solidarity pact" for unification with the SPD, but he was equally emphatic that all the power and glory of government would remain firmly in his hands.

Herr Kohl said little or nothing that was new, but the manner in which he said it was magisterial. He showed supreme confidence and it was obvious from the way his Christian Democrats ap-

plauded throughout that he was in undisputed control of his parliamentary party. And the loyal support he received from his rumoured rival, Wolfgang Schäuble, the party's parliamentary leader, indicated that any threat of a palace revolution was over.

"I read more and more headlines saying that I am finished," the chancellor said. "Yet I still stand here as head of government."

Herr Kohl is reported to have challenged Herr Schäuble last Sunday to deny that he was leading a plot to form a grand coalition. Since then the parliamentary leader has been warned by CDU friends to tread carefully.

The chancellor's speech broke a long silence during

which he was widely criticised for failing to take a strong lead in condemning racial violence and for dithering over how to raise the money to restructure the ailing German economy. Yesterday, even if he was two weeks late, he firmly denounced xenophobia and extremism in "from both left and right" and admitted that "the cries in Rostock [the scene of recent anti-immigrant violence] have shamed our country". But he still blamed the SPD for so far failing to agree constitutional changes that would limit the right of refugees to asylum.

On the economy he frankly admitted making mistakes and underestimating the scale of the problems to be faced in the east. For a long time to come, he said, between 4 and 5 per cent of the nation's wealth would have to be transferred to the east and that meant stretching effort to the limit.

As far as Björn Engholm, the SPD leader, was concerned, the chancellor's speech amounted to no more than "a policy of love, faith and hope" containing no answer to the cares and worries of the people. The SPD was ready to discuss ways of overcoming economic problems, but only on condition that the government was honest about what was going on and laid all the facts on the table.

Herr Kohl's confidence and pride in his country was endorsed later by Klaus Kinkel, the foreign minister, who is a member of the junior coalition Free Democrat party (FDP). He said Germany would now make an effort to obtain a permanent seat on the United Nations Security Council.

● (Moscow visit: Herr Kohl announced during his speech that he will visit Moscow in December. The visit will be Herr Kohl's first to Russia since the break-up of the Soviet Union. (AP))

Lawson calls for calm, page 1
Leading article, page 15



Financial duel: Klaus Kinkel, the German foreign minister, and Volker Rühe, the defence minister, who are both seeking higher funding for their ministries, compare heights before the second day of the Bundestag's budget debate in Bonn yesterday

Bonn sees need for migrants ministry

FROM IAN MURRAY IN BONN

ALL-PARTY support is growing in Bonn for a new foreign migrants ministry to cope with the problems of vetting, housing and integrating refugees and asylum-seekers.

Members of all three main parties have backed the idea for such a ministry as the best way of co-ordinating the work of police, immigration and social security officials who have to deal with the influx of foreigners. Interior ministry figures show that 380,000 cases are waiting to be vetted. Even if no new refugees were to be allowed in, it would take almost two years to clear the backlog unless the number of trained officials needed to review the cases could be increased rapidly.

In addition to those waiting to be investigated, a further 500,000 who have been refused refugee status have been given a temporary per-

mit to remain in the country. Many have been in Germany for many years and most expect to stay indefinitely.

Finding accommodation for refugees cost DM15 billion (£5.4 billion) last year and has meant that even the smallest villages have been required to take a few. That has made it virtually impossible for the police to protect them all and has made it easy for racists to find and attack isolated homes. Such attacks are continuing in both parts of the country and few arrests are made.

● Berlin: The chief federal prosecutor is continuing an investigation into the Ku Klux Klan, the US racist group, on suspicion of terrorist activities in Germany, although so far investigators have not found evidence to justify prosecution, an official said yesterday. (AP)

Currency speculators go hunting in the far north

BY COLIN NARBROUGH, ECONOMICS CORRESPONDENT

SWEDEN, for a change, is having a bad time economically, and yesterday's rise of a key interest rate to 75 per cent is unlikely to reassure Swedes that things will get better soon. On the contrary, the risk is that it could lengthen their long, hard road to recovery.

But intense speculation in the foreign exchange markets, which appear convinced that it is only a matter of time before Sweden will be forced to stop shadowing the ecu and devalue, primarily reflects a wider battle raging across Europe, not the worst recession in Sweden since the 1920s. As Britons are all too aware, a shrinking economy is not unique to Scandinavia.

In fact, Sweden had been rapidly transforming itself into a leaner, more competitive shape before it ran into currency difficulties. After shaking off almost 60 years of political dominance by the

Social Democrats, which produced a cradle-to-grave welfare state that Sweden could no longer afford, the conservative-led coalition headed by Carl Bildt, the prime minister, is pursuing adjustment policies that would make advocates of Thatcherite market policies green with envy.

The huge public sector and punitive tax regime are being

SWEDEN

dismantled at a breathtaking pace. Deregulation and a bold programme of privatisation are in full swing. Helped by recession, inflation has been slowed to an impressive 2.2 per cent.

A psychologically important cost has been the sharp increase in unemployment, which successive Swedish governments had all but defeated. An unemployment rate of 5.8

per cent in August might not sound a worry to non-Swedes, but it is approaching double the rate of a year ago. The European norm is fast approaching 11 per cent.

Although it was the Finns who directly triggered Sweden's monetary tightening by effectively devaluing the Finnish currency on Tuesday, the severe tensions in the European Monetary System are at the heart of the matter. Indirectly, it was Britain that focused currency dealers' attention on Europe's far north.

In announcing a £7.3 billion package of currency borrowing last Thursday week, the treasury raised the defensive walls around the pound and made speculators scour the European exchange rate mechanism for other vulnerable currencies. Italy was forced to raise its interest rates aggressively the following day to ward off attacks on the lira.

With defences enhanced within the ERM, the focus immediately switched to those countries that have informally hitched their currencies to the ERM wagon, by shadowing the ecu, the artificial currency made up of a basket of Community currencies.

Finland, ravaged by a recession even worse than that in Sweden, was the first target on which the speculators trained their guns. Finland was forced to devalue last November. On Tuesday, having exhausted the reserves needed to prop up its markka, the Finns unpegged their currency from the ecu and let it find its own level. This meant an effective devaluation of 13 per cent. Sights were immediately refocused on Sweden.

While the Swedish central bank's rise from 16 per cent to 24 per cent on Tuesday in its key overnight lending rate to the banking system, followed

by a great leap to 5 per cent yesterday, appear drastic, it is modest by comparison with measures taken in other parts of Europe in the past.

As recently as March 1983, in the run-up to a realignment of ERM parities, the Bank of France briefly pushed overnight eurocurrency rates up to an astronomical 6,000 per cent to warn off speculators. France then devalued. In the troubled 1970s, the Bank of England conducted short-term squeezes with rates of 100 per cent and upwards.

Italy, whose lira in recent weeks has been under pressure in the ERM, along with the pound, has been forced to raise its discount rate to 15 per cent. Overnight interest rates have been as high as 25 per cent this week. For all the political and market concern about the pound, the British base rate is still stuck at a modest 10 per cent.

The art of exploitation



THIS week in the Saturday Review, Bryan Appleyard looks at how the line between pornography and art is being eroded by stars like Madonna and Mapplethorpe.

Also Sally Brampton meets Michael Heseltine. Has the man who brought down Margaret Thatcher really blown his chances of power forever?

And in this week's Travel Section, Matthew Parris defies jet lag to face a long distance getaway weekend in Buenos Aires.

Plus Malcolm Bradbury recalls his hated schooldays and Tom Stoppard his favourite books. Mary Whitehouse talks of her childhood and Jonathan Meades finds one of Britain's best grating dauphinois in a restaurant in Bath.

THE TIMES

Mortgage payers hit hard

FROM DAVID BARTAL IN STOCKHOLM

When Thomas Dietl of Stockholm heard about the interest rate move yesterday morning his first thought was that he would have to give up his house.

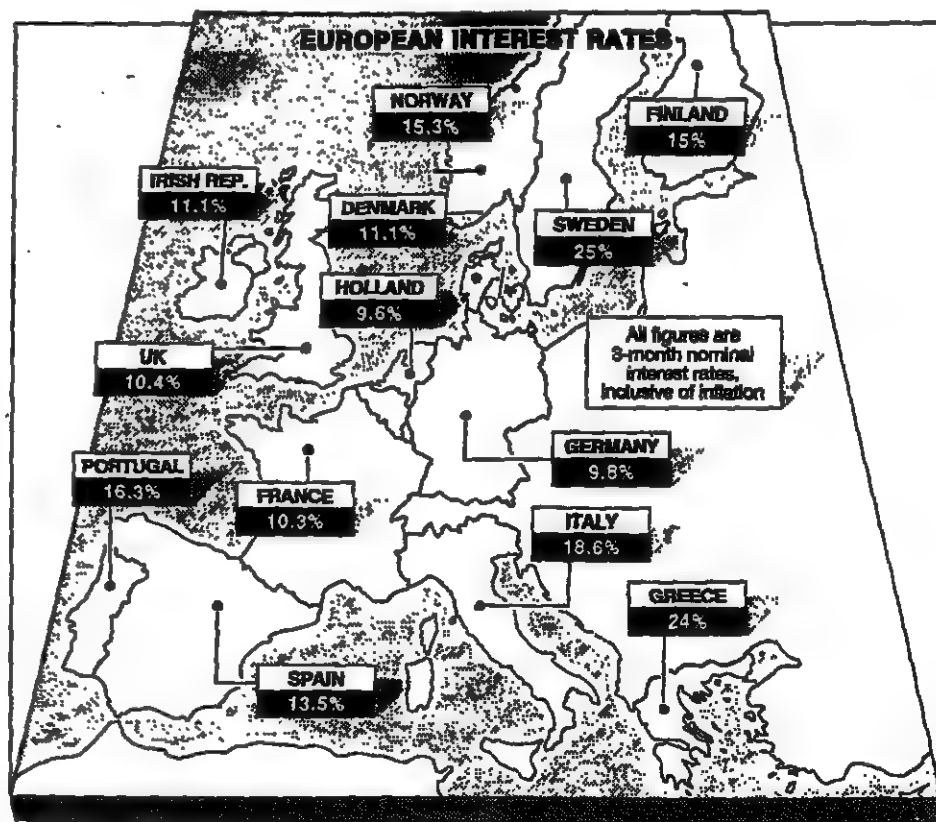
"Now it will have to be sold at auction. It is only a matter of time," he said. "Of course, I was shocked to hear the Riksbank was raising the marginal rate to 75 per cent. It sounded like a bad joke."

In fact, the interest rate for overdrafts and mortgages is still hovering around 25 per cent and the 75 per cent rate is a short-term measure designed to inhibit lending in order to shore up the Swedish krona. Nevertheless, each seemingly inexorable increase in bank lending rates of 1 percentage point costs Mr Dietl, 39, an extra 1,000 kronor (£96) a month. He is in a particularly bad position because his mortgages are set at flexible rates, subject to the capricious whims of European money markets. "This will be horribly expensive for me," he added, referring to the rate rises of the past two days.

He has been able to keep up with soaring mortgage payments in the past by working extra in the evenings and at weekends, but heavy housing costs have made the future uncertain and affected his day-to-day life. "For example, instead of travelling abroad in the summer, I take bicycle holidays," he said.

For others, high interest rates make it almost impossible to buy or sell a house. "We want to move to a larger home, but now we cannot," Sigrid Hallen-Schmitt, an interior decorator, said.

The Lindgren family of Stockholm is luckier than many. They have only a modest mortgage, of 135,000 kronor. The flexible interest rate on their loan is set at 15 per cent, but next week it will be time to determine the rate for a new three-month period and the family may have to pay a rate of 20-22 per cent. That means that a family with two children would have to come up with an additional 600 kronor a month.



Amato seeks special powers for three years to save lira

GIULIANO Amato, the Italian prime minister, said yesterday he would ask parliament to grant his government special powers for three years to introduce economic policies without further parliamentary approval (John Phillips writes from Rome).

The emergency measures, aimed at guaranteeing financial stability, will include the right to revoke previously approved plans for government spending or borrowing, to alter taxes and to accelerate investment. Signor Amato told a press conference. He said the powers would be invoked as necessary at the request of the Bank of Italy. The government would work in consultation with a special parliamentary committee during the three years, he said.

The news caused surprise in Rome's political circles because the fragile centre-left coalition had widely been expected to be a relatively brief government of transition. Earlier, as speculation again hit the struggling lira, the regional separatist Lombardy League began minting and

distributing its own symbolic breakaway currency, the "lega" (meaning "league"), to protest at what it sees as the ramshackle economic policies of the government.

The German mark had climbed to 764.15 lire, well beyond the opening price on Milan's currency market of 763.50 lire, with Italian industrialists aghast as Swedish interest rates soared as high as

ITALY

75 per cent. On Friday the Bank of Italy had been forced to put up its discount rate by 1.75 points to 15 per cent and had to resort to European Monetary System credit facilities. However, the drastic measures brought the Italian currency only two days of respite amid howls of agony from industry.

Umberto Bossi, the leader of the Lombardy League, took matters into his own hands, preparing the ground for his "Republic of the North" that would free northern taxpayers, as he sees it, from unfairly

subsidising the Rome government and the impoverished south. At a party festival in the northern city of Brescia, league activists opened an office with a sign saying: "Republic of the North. Exchange." About 20,000 brass coins were exchanged at a rate of 1,000 lire (50p) to the lega, Milan's *Corriere della Sera* said. The coins bear the words "Republic of the North. Free Lombardy" and the movement's symbol of a knight with sword and shield.

The coins were minted at a factory belonging to a league activist in a suburb of Brescia, a traditional centre of the Italian metal industry. Francesco Tabladini, a Lombardy League senator, said shopkeepers and newsmen in Brescia were accepting the coins. "In a supermarket I chose a bottle of aftershave. I paid with five leghe, and they gave me the change in Italian lire," he said.

The prank earned a stern admonition from the director-general of the Italian state mint, Alfredo Maggi, who threatened court action.

British Bosnia right to

British troops in Bosnia will have right to fire back

BY MICHAEL EVANS, DEFENCE CORRESPONDENT

BRITISH troops who are likely to be given the go ahead before the weekend to deploy in Bosnia-Herzegovina will have the right to return fire if they are attacked, Malcolm Rifkind, the defence secretary, said yesterday. A force of about 1,800 is scheduled to be sent in to protect humanitarian convoys.

Speaking after two French soldiers serving with the United Nations peacekeeping force were killed by machine-gun fire, Mr Rifkind said it was essential for any soldier to be able to defend himself. He condemned the attack on the UN relief convoy near Sarajevo airport, but confirmed that British troops would go to Bosnia as soon as the UN's approval was given. "Naturally those involved working on behalf of the UN need to be able to defend themselves. They are not involved in combat," he said.

"I have no doubt whatsoever that there is a need for British soldiers who might be in any part of former Yugoslavia to have the right to defend themselves if attacked. That's something I believe is a crucial requirement for any soldier."

He went on: "It is a totally new situation. Occasionally in the past, people involved in humanitarian work have been killed or injured by accident in the course of a conflict. What would be most disturbing is if it was demonstrated conclusively that this was a deliberate attack on UN personnel. It would be a repulsive act, even in this very tragic situation."

The British troops will, however, have to abide by the UN rules of engagement. These lay down that soldiers whose lives are threatened can use their weapons.

But, as the French peacekeepers discovered on Tuesday, the rules become complicated when a UN convoy is ambushed by machine-gun fire or mortars. The rules are normally intended to cover those occasions when individual soldiers are threatened. British army sources said that,

if the response to an attack involved manoeuvring and searching for those responsible, the concept of self-defence might not appear clear-cut.

The attack on the UN convoy lasted ten minutes. None of the UN soldiers in the convoy fired back. One of the injured men complained that they were sitting ducks and had been told not to shoot back.

The French were in any event unable to retaliate because they were attacked from beyond the range of their personal weapons. Under the French definition of returning fire, it is understood that soldiers are also expected to shoot in the air as a warning. By comparison, British soldiers are trained to shoot to kill in self-defence.

The lightly armed UN troops in Bosnia have so far been reluctant to return fire for fear of unleashing an even more serious counter-attack. The fear is that, once the convoys are provided with a larger number of military escorts, some of them, like the British, equipped with modern combat fighting vehicles, this could act as an invitation for more attacks.

British defence sources said the British would have had the right to open fire but, in conditions that were confusing and threatening, it was difficult to set rules of engagement that suited all occasions. The existing rules also covered only ground attacks.

Several British units are on standby for Bosnia, including the 1st Battalion Cheshire Regiment, 120 men from the 2nd Battalion the Royal Irish Regiment, a squadron from the 9/12 Royal Lancers, 35 Regiment Royal Engineers and various logistics support teams. They will be equipped with armoured-plated Warrior fighting vehicles capable of withstanding gun attacks. The Warrior is armed with a 30mm cannon which fires in bursts of six rounds at the rate of 80 rounds a minute.

The British soldiers will be

given the UN rules of engagement before they leave. It is not clear whether these will be changed to take into account the new dangers in Bosnia.

Vienna: Austrian police have arrested two men accused of trying to recruit Bosnian refugees to fight in the war in their homeland. Franz Loeschner, the interior minister, said yesterday.

The two, Bosnians aged 29 and 30, were being held under suspicion of violating Austria's neutrality law, Herr Loeschner told the APA news agency. He said it was not clear how many volunteers had been recruited.

Der Standard, however, put the figure at more than 200. The newspaper said the recruits had been sent in buses to Slovenia, where they had undergone military training before being dispatched to the front in Bosnia-Herzegovina. (Reuters)

Act of war, page 1



War game: a Serb soldier jokingly puts a gun to the head of a Serb boy while waiting for an exchange of prisoners 12 miles southwest of Sarajevo

PEOPLE

Family wants the tsar buried in old capital

Members of the Russian royal family said they would bury the murdered Tsar Nicholas II and his family in the former imperial capital, St Petersburg. Grand Duchess Maria Vladimirovna, 39, claimant to the throne, said that the family would seek to bury the remains in the tsars' vault in St Paul's Cathedral in the Petro-pavlovsk fortress.

Stephen Hawking, the physicist, is to star in a film about his life, to be called, like his celebrated book, *A Brief History of Time*.

The Venice Film Festival awards ceremony will be held in the Doges' Palace, officials said, after Alberto Ronchey, the culture minister, banned it from St Mark's Square because the festival "could not match the square's historical importance".

Japan's tabloids have bowed to government pressure and are leaving Crown Prince Naruhito, 32, in peace to find a wife. Candidates must have

spotless personal history and family background, unblemished for three or more generations. Preferably, they must not be taller than the 5ft 4in prince and must speak at least one foreign language.

President Rafsanjani of Iran arrived in Peking for the start of a four-day state visit. His meetings with Chinese leaders are expected to focus mainly on nuclear and military co-operation between the two countries.

The King of Malaysia, Azlan Muhibuddin Shah, visited the baroque palace of Sanssouci in Potsdam, home of the former Prussian monarch, Frederick the Great. Accompanied by his wife, Queen Tasekha Bainun, he was lunching at Cecilienhof, the country house where the Allied powers held the Potsdam conference in 1945.

Sex, a coffee-table book of suggestive photographs of the pop singer, Madonna, is to be published next month.

An Open Letter to the Chancellor of the Exchequer

SIR ANTHONY JACOBS
NOTTINGHAM TERRACE, LONDON NW1

The Rt. Hon. Norman Lamont,
Chancellor of the Exchequer,
Whitehall, London SW1.

9 September 1992

Dear Mr Lamont,

Would the British economy and, in particular, consumer demand and the housing market benefit from a significant reduction in interest rates now? Can we agree that such a reduction is impossible if we are to remain in the exchange rate mechanism without devaluing the pound? The depth of the UK recession is equal to that of the USA where equivalent base rates are currently 5% (ie prime rate less 1%) compared with UK base rates of 10%. If we were outside the ERM, UK base rates could then be reduced by as much as 5%. However, to leave the ERM is not the solution to Britain's economic problems as far as the government and many industrialists are concerned.

Would you consider an alternative proposal which would reduce interest rates by 3% and more for consumers, and yet free you if necessary even to increase base rates to defend the £ and to maintain Britain's position in the ERM?

THE PROPOSAL

It is proposed to allow all interest payments by individuals to be fully tax deductible without limit as they are in the corporate sector. It is recommended that in addition to mortgage interest payments, bank interest payments and credit card interest payments, and indeed all forms of personal interest payments become tax deductible.

The effect of this proposal is set out below for taxpayers on standard rate tax of 25% and higher rate tax of 40%:

present interest rate payable by taxpayer	Under Proposal: 25% taxpayer		Under Proposal: 40% taxpayer	
	effective interest payable	interest rate saving	effective interest payable	interest rate saving
12%	9%	3%	7.2%	4.8%
16%	12%	4%	9.6%	6.4%
20%	15%	5%	12.0%	8.0%
24%	18%	6%	14.4%	9.6%

The cost of this proposal would be substantial and would increase the current £28 billion public sector borrowing requirement. It could be reduced by excluding higher rate tax relief or by limiting the amount of deductible interest. It would, however, immediately increase consumer demand which in turn will lead to the Exchequer gaining revenue from:

- increased revenue from VAT
- higher Corporation Tax from higher company profits
- savings in cost of unemployment benefit by rapidly slowing the growth in unemployment and advancing the time when unemployment will begin to fall.

UNWINDING THE PROPOSAL

Such a generous incentive as proposed cannot be for an indefinite period; on the other hand borrowers must have some certainty. One suggestion would be that the tax relief be phased out as interest rates decline. For example, the tax relief could be reduced by one-tenth for every half percent reduction in base rates from the current 10%. Thus, when base rates fall to 7.5% the tax relief would be halved, and when base rates reach 5% tax relief would be eliminated. Alternatively, the tax relief could be reduced annually over a fixed period of years and possibly could include all mortgage interest, if that is the government's intended policy.

I shall publish this letter to encourage public debate; to seek support for, and also criticism of this proposal. I have no monopoly of ideas, and others will surely be able to improve on the proposal or come up with equally good alternatives.

There is a broad consensus amongst economists that the British economy will remain mired in recession unless interest rates can be reduced; at least this proposal enables the government to reduce interest rates to the heavily leveraged consumer without jeopardising Britain's position in the ERM.

Of some things I am certain. By this proposal:

- we can increase consumer demand; we can reduce house repossession; we can reduce unemployment; we can obtain some recovery in the housing market; and we can still remain in the ERM.

Yours sincerely,

Anthony Jacobs

Conflict spawns cash customers

An affluent new class, buoyed by the black market, is snapping up goods for hard currency. Dossa Trevisan and Tim Judah write from Belgrade

In 1957 Milovan Djilas, the Yugoslav leader turned dissident, rocked the communist world with the publication of *The New Class*, which detailed the rise of what was later to be known as the *nomenklatura*. When the now elderly Mr Djilas walks through central Belgrade he is witnessing the rise of another new class.

Palmoticeva Street, where Mr Djilas lives, is home to the newest class, which can be observed sipping morning espressos in a new private café. Their gleaming sports cars, often with foreign number plates, suffer no petrol shortages. Pit bull terriers are the latest fashion accessories and deals are cut, *sotto voce*, on cordless phones.

Despite a year of war and crippling sanctions, the new class is making money, and woe beside the person who asks too many questions. While much of their business is legitimate, it has also been boosted by opportunities for sanctions busting — especially in black-market petrol, cigarettes and hard currency.

Exclusive shops, where the middle classes once tremulously put down payments on fashionable furniture, now report that their most expensive items sell fastest, and for cash. There are no shortages of buyers for leather three-piece suits costing £8,300. Twenty luxury bedroom units costing more than £3,500 were snapped up in two days, according to Vesna, a shop assistant who earns the average Serbian monthly wage of £30.

"I've lost all sense of things," said Vesna. "I've even started telling people that things are cheap at £5,000 because prices are going up so quickly that the item is bound to be more expensive tomorrow."

In the Amfara jewellery shop, a saleswoman said: "I don't ever remember doing

such good business. People actually wait in queues to buy gold. We're even selling earrings for £5,500 in cash. Our customers come from the new business class."

Because of Serbia's crumbling economy and hyper-inflation, hire-purchase schemes have collapsed, and most people cannot afford to buy as they used to. Nevertheless, Belgrade's newspapers are full of small ads for palatial houses in exclusive parts of town. Private banks are also offering healthy rates of interest to those with hard currency.

According to Dr Aleksandr Pozarac, of Belgrade's Economic Institute, the economic and social upheaval in Serbia has meant that "salaried people, doctors, professors and people of similar professions have lost their purchasing power... they have been impoverished and simply cannot go to the shops they used to". Because of the breakdown in the legal system, the grey economy and black market are flourishing. "Other people are getting rich overnight and want this money invested in durables."

Dr Pozarac also claims the black market's tentacles are so widespread that the directors of large firms and politicians are involved. "Corruption has never been so widespread. It means that there exists in Serbia today 5 per cent of extremely rich people and 50 per cent who are not even able to satisfy their basic needs."

Meanwhile, for the older classes, the picture remains grim, with the standard of living falling. According to the latest statistics, an ordinary worker has to toil for one day to earn enough to buy a kilo (2.2 lb) of meat, 22 days for a tonne of coal, eight months for a television and five years for a car.

BANK OF ENGLAND QUARTERLY BULLETIN - AUGUST 1992

'The main constraint on growth is low consumer demand'

'The prospects of growth in the short term depend critically on consumer spending'

'Business confidence has shown a downturn in the last two months'

Who's afraid of devaluation?

Anatole Kaletsky on our unhealthy obsession with defending the pound

When a country raises its interest rates to an absurd level like 75 per cent, does this prove it is serious about defending its currency. Or is it just joking? It does not take a PhD in economics to understand that the 75 per cent interest rate announced yesterday by the Bank of Sweden is absurd and unsustainable, especially in a country that has the lowest inflation in Europe. Why, then, is Sweden engaging in this sadomasochistic act? And what are the chances that Britain might be forced to join in?

The answer to both questions was given implicitly by Swedish Radio on Tuesday: "The word devaluation is no longer in the government's vocabulary," said the radio's economic commentator, expressing a sentiment that could have come straight from the lips of Norman Lamont. The cost of this small linguistic lacuna is proving enormous for Sweden and it could prove just as great for Britain in the coming weeks, especially if the French vote against Maastricht.

Experience suggests that governments which declare all-out war against the foreign exchanges almost invariably lose. Absurdly high interest rates, far from being a sign of strong government, are usually the last desperate throw of a country about to give in to irresistible pressure from the financial markets. The Swedish finance minister, Anne Wibble, has said she would pay "any price" to keep the Swedish crown tied to the German mark. But there are some things, even in the financial markets, that money just cannot buy. In March 1983, the French government decided to prove once and for all that it would not devalue. It raised interest rates to 1,000 per cent for several weeks to teach speculation a lesson. The French franc was duly devalued by 8 per cent a few days later. Britain, too, has paid over 100 per cent several times in the 1960s and 1970s, and these episodes have usually been reliable signals of a devaluation.

The reason why even an interest rate of 100 per cent is not enough to defend a currency against speculation is a matter of simple arithmetic. Interest of 100 per cent annually is equivalent to only 1.3 per cent a week. If a currency is expected to fall by 10 per cent or more within a few weeks, even 100 per cent interest offers scant compensation for the risk.

The only way of defending a currency under concerted attack by the foreign exchanges is to enlist the support of the government whose currency is going up. If the German Bundesbank wanted to, it could throw tens of billions of marks into the foreign exchange to satisfy market demand, but in the process it would increase its own money supply and override its monetary targets. At present the German authorities, far from help-

ing countries such as Sweden, Britain and Italy whose currencies are under attack, appear to be fanning rumours about devaluation, in a game of financial sabotage unprecedented since Charles de Gaulle called on speculators to attack the American dollar in 1968. Under these circumstances, Sweden, Britain and Italy have only one way of maintaining their exchange rates — by persuading Germany to back them, with words and financial resources, instead of undermining them with dirty tricks.

But why should they bother? Why has "devaluation" been banned from the financial vocabulary in Europe, when currency fluctuations are readily accepted in Japan, America, Canada, Australia and most other major economies around the world?

The answer, surprisingly, has less to do with economics than linguistics. Governments outside Europe do not worry about devaluation because they do not generally try to defend arbitrary levels for their exchange rates. When their currencies rise or fall, therefore, there is no implication that their policies have failed. The difference between a formal devaluation and a market-determined currency depreciation is not simply a matter of political machismo. If a government is forced to devalue against its will and its policies are seen to fail, businessmen and workers naturally assume that other objectives related to those policies will fall by the wayside. For example, if the British government makes a fixed exchange-rate against the mark the touchstone of its commitment to reduce inflation, people will naturally assume that anti-inflationary policy has been abandoned if the pound falls.

The biggest devaluation in British history was not Harold Wilson's famous U-turn in 1967, when the pound fell by 14.3 per cent. It was the sterling devaluation undertaken by Sir Geoffrey Howe in 1981. Between February 1981 and March 1983, the pound fell by 40 per cent against the dollar, 29 per cent against the mark and 25 per cent on its trade-weighted index. Yet this devaluation did not unleash waves of strikes or pay demands, and nobody accused Margaret Thatcher of stoking up future inflation.

In fact, the sharp devaluation of 1981, was a key element in the British economic recovery that began that year. Many international investors now feel that a similar devaluation will be required to end the recession in Britain today. If Mr Lamont wants to avoid this devaluation, he must convince investors that the economy will recover without a fall in the exchange rate. If the Chancellor says he is prepared to defend sterling with higher interest rates, perhaps even the Swedish-style 75 per cent plus, only one conclusion is possible — he must be joking.

The biggest devaluation in British history was undertaken not by Harold Wilson but by Geoffrey Howe in 1981

Bush is reluctant to face his rival on TV, writes Anthony Howard in Washington

Duel in the studio

The first of this year's presidential television debates is due to take place in a fortnight's time. But, as yet, there is no word from the White House as to whether George Bush will be appearing. If he declines to do so, it will not, in fact, represent a complete break with tradition.

There was, after all, no confrontation between Lyndon Johnson and Barry Goldwater in 1964 and none either in the two elections won by Richard Nixon which followed. The reason, of course, was identical in each case. Both LBJ and Richard Nixon were so confident of victory that they saw no point in taking any unnecessary risks.

That is not, however, an explanation which easily fits George Bush's patent foot-dragging this year. If the ominous drumbeat of the polls is to be believed, his position is much more akin to that of Gerald Ford in 1976 — and he was the man who restored the debate to the electoral process precisely because he realised that his campaign needed a shot in the arm. Instead it got a shot in the head, if only because poor President Ford sud-

denly announced to an astonished Jimmy Carter and an equally dumbstruck nation that Eastern Europe in 1976 was not under Soviet domination.

It may be that that memory has played some part in President Bush's reluctance to agree to the scheduled proposal — three presidential debates and one vice-presidential one — recommended by the bipartisan commission on presidential debates nearly a month ago. But it by no means tells the whole story. Few doubt that some form of debates will eventually take place but, by playing hard to get, just as he did in the more propitious circumstances of 1988, Mr Bush is plainly hoping to have the rules of engagement altered in his favour.

The main ones the Republicans want have already been heavily rumoured. They dislike the idea of three presidential debates and would greatly prefer two — one

early on, allowing sufficient time to elapse for the second to take place well before polling day on November 3. And they are unhappy about the formula proposed, urging that a panel of journalists asking questions is in every way better (for which read less threatening to the president) than having the entire proceedings controlled by a single television moderator.

The difficulty for James Baker, once more installed as Bush's campaign supremo, is that his diplomacy is now taking place not behind closed doors but in the full glare of publicity. There was even a demand last Sunday from the *Washington Post* for the Bush campaign to come clean with its conditions for the debates ultimately happening. It must have been the last thing that Mr Baker wanted to hear. He is quite a suave enough operator to realise that there could be no more damaging

impression to leave on the public mind than that of Mr Bush as a beleaguered, embattled president desperately trying, as it were, to wrest concessions from the other side at the eleventh hour.

Television debates are, of course, the worst possible ordeals for any presidential candidate to have to undergo. As the original Kennedy v Nixon confrontations in 1960 demonstrated, it is not what you say that matters but rather the visual image that you contrive to communicate. Here Bush, at 68, may well start at a disadvantage to Governor Clinton, at 46. In fairness, though, that did not stop Senator Lloyd Bentsen from delivering a knock-out punch to vice-president Dan Quayle four years ago when he leant into the camera to announce: "Senator, I knew Jack Kennedy. Jack Kennedy was a friend of mine, Senator, you're not Jack Kennedy." Direct exchanges like that, how-

ever, are rare. Indeed, one celebrated television presenter refuses to use the term "debates" to characterise these engagements at all. Dan Rather, of CBS, persists in referring to all such occasions as "joint appearances" — and, given the stilted rules that have grown up to govern them, that is what, in effect, they are.

Not that we in Britain can afford to be lofty about them. The proposal for similar television exchanges between prime ministers and leaders of the Opposition has formed part of the electoral agenda at least since the general election of 1964. None has got off the ground — although one incumbent prime minister, James Callaghan in 1979, was prepared to offer his rival, Margaret Thatcher, an opportunity for a TV shoot-out; she refused.

No doubt that merely reinforces the basic rule that only those already in office who suspect that they are in deep trouble are tempted to go for such high-stakes engagements. But in that case, Bush's curious, crablike approach to this year's debates looks all the more perplexing.

Animal rights and wrongs

Humans will suffer if we treat beasts as equals, warns Bernard Levin

I have before me a newspaper photograph from Pittsburgh, in the United States. It shows the emergency entrance to the Pittsburgh Presbyterian University Hospital. On the steps in front of the door there stand four people, obviously picketing the place: a young woman, a man and two younger girls. They are all holding placards, to the contents of which I shall shortly address myself.

Meanwhile, I must inform you that there are far more kangaroos than people in Australia; in New South Wales alone there are ten million of the animals, and the entire human population of the country is only some 16 million. As of my writing, there is very serious drought in Australia, and has been for a considerable time. Be patient; I shall make sense in a moment.

Back in Pittsburgh, a 35-year-old man, his name not disclosed, has been suffering from hepatitis B, an affliction which attacks the liver, ultimately destroying it. I do not know whether a transplant from a "donor" was useless in these circumstances because another liver would be destroyed in turn, or whether no such replaced organ was forthcoming. But the result of the impasse was that the doctors transplanted into the sinking man the liver of a baboon; it seems (the things I have to know about) that baboon livers are immune from the hepatitis B condition which kills humans. The hospital in which the desperate chance was being taken was the one I began with; the picket on the steps. These people must have learnt about the transplant and went round with their placards, which read, from left to right: "Two victims", "There are no lesser creatures", "Did the baboon consent?", and "Animals are not ours to experiment on".

Disgust. While you are discussing, I shall return to the kangaroos. In Australia it is a criminal offence to kill one without having a licence to do so. The number of these merry ani-

mals grows exponentially; in New South Wales they have doubled their numbers in 15 years. It is well known that one of Australia's most important industries is the raising of sheep; what is less well known is that kangaroos and sheep have similar tastes in food, and what is even less well known is that Australian sheep are starving because the millions of kangaroos have, particularly in drought areas, stripped the ground bare. Stop discussing.

I have repeatedly said that the fanatics who burn down meat-packing factories and smash butchers' windows are demonstrating not their love of animals but their hatred of human beings, starting with themselves. But it is somewhat strange to find the government of a civilised country protecting the millions upon millions of predatory beasts which are ruining an industry vital to the country's economy, for no better reason than that when one of the animals is seen looting across the television screen millions of viewers simultaneously say "Ahh".

I have been assured by experts that kangaroo meat is excellent; somewhat like venison, I gather, and very nutritious. But just as India, for religious reasons, will not kill off the many cattle which are making it practically impossible to advance her people, so does Australia (with no risk of being accused of sacrilege) hesitate to cull in serious numbers the creatures that, in time, will make Australia a wilderness and a poverty-stricken one, at that.

Let us go back to the Pittsburgh picket (there was, incidentally, no evidence of any violence on the part of the picketers, particularly the placard that said "There are no lesser creatures"). (We can safely conclude that the answer to "Did the baboon consent?" was no.) The grace before meals at my public school ran something like "Bless these thy creatures to our table, and us to Thy service", an admirable bargain on both sides.

But now we must defend our belief that we may use other creatures for our use, and the emphasis



is important if some animals suffer dreadfully to no better purpose than the testing of cosmetics. I jib. But I believe that, wonderful though many of the inhabitants of the animal world are, they are obviously "lesser" in a real sense — the sense being the place on the ladder of what the creature can achieve. I imagine that not even the fanatics would say (don't be so sure) that an amoeba ranks equal with Leonardo da Vinci, Beethoven, Shakespeare and me. Climbing the ladder via the microscope, the flea, the worm, the chihuahua, the skunk and upwards, where do the moderates in

the argument suggest we should get off *Genesis* gives no comfort to vegetarians, and indeed the terminology used by the Lord suggests strongly that there are lesser creatures. Jesus may have been a non-meat eater, but certainly had five thousand folk with bread and fishes. (He wasn't a vegetarian, either.)

The anthropomorphic attitude to animals in this country is, I believe, stronger than anywhere else in the world. I remember the almighty row that broke out when the newspapers published a picture of the winning beast at Smithfield — a

tremendous creature — and it slowly seeped into the British noddle that the animal was due to die and be eaten.

What about the baboon which started all this? Birds and fishes and lambs and pigs are one thing, but the baboon is another, being manifestly our cousin. It is noticeable that nobody ever suggests eating a monkey, let alone an ape; the very idea verges upon cannibalism. Are we all hypocrites?

Yes, we all are, but the question with which all this started was not about eating animals but whether we may save human lives by sacrificing them. And I believe we may, and I think I am right.

Meanwhile, what about the Australians? As I said, the animals heavily outnumber the humans, but no substantial *batae* is contemplated, while the sheep begin to starve. If it were rats, and to be on the safe side ugly rats, that were ruining good grazing land, would Australians hesitate to slaughter them? I don't believe it. But kangaroos — ah! Can it be that Australians are as anthropomorphic as the Brits? But what if Australia were hit by an epidemic from which many were dying, and the life-saving serum could be made only from freshly-killed kangaroos? Suppose ten kangaroos to save one human sufferer: suppose 100, 1,000, 10,000... Where do we stop?

I stop here, because I have run out of space. But I am sure that this argument will be continued, and I am even more sure that it will become louder and more frenzied. As for the man in Pittsburgh, he will doubtless give thanks to the medical team, and I hope give a reasonable sum towards the fund for running the Pittsburgh Zoo. If, that is, the fanatics haven't succeeded in closing it down. But he should certainly not feel guilty.

As this column went to press, I learnt that the man with the baboon liver-transplant had died, 70 days after the operation.

...and moreover

PETER BARNARD

Not all of you will have rushed straight to this corner. I quite understand. There is Bosnia, there is the pound sterling, or is that a tautology? Is sterling the pound and the pound, or sterling? To the dictionary: sterling "British money as distinct from foreign money (pound sterling)". So there you are, not a tautology, do not write to me, write to Mr Concise at Oxford.

On the way to this corner via Bosnia and the pound sterling you will have come upon the Booker Prize shortlist. And found me not upon it. Just back from the post office, having dispatched an enraged missive over winter tour, Gower, absence of you are faced with further scribbling over Booker. Barnard, overlooking of Deist. Save the stamp, I did not, in all truth, expect to be on said list. I thought there was a chance that they would overlook me. No, they did I place. Qualified? Of course I was qualified, except in terms of the actual book. Not having written it yet.

Would have done, had a plot. Fat disbled West Indian comes to Britain, circa 1955, marries circus dwarf, becomes militant trade unionist, converts to Islam, and so on. Sent outline to famed publisher, sent back to await massive advance. Received massive rejection: "Minorities difficult terrain... Salman Rushdie religious undertone... disabled... W.H. Smith bag of nerves..."

Then cometh the front page of *The Times*, yesterday and the day before. Tuesday: TUC handbook

warns against damaging terminology, blacked, black economy, also belittling of women — trade union members "and their wives". Yesterday: BBC rejects Billy Bunter animation project, stories are "stoutist and racist", terms such as "feeling queer" outlawed. Have we gone mad? Friend of mine has a wooden leg, forget which one, a song and dance we do not make. He describes himself, imaginative fellow, as a man with a wooden leg. Not as a man who is half-timbered in the leg department, not in the collateral section of loan applications, as a man who is in a small way of the forestry business, not as a person who has interests in timber-care products, wood fastenings and related items. For a long time I thought he just had a dodgy knee, 'til one day at the pub he had an itch and pulled out a piece of sandpaper to deal with it. Only then did I learn he was disabled.

Differently abled? You could say that, but I would advise against it. So would my friend. Similarly, several black people to whom I have spoken had not considered the terms blacked and black economy to have anything to do with their colour. Black is a colour first and a convenient description of pigmentation second: as in white. Have a look at the platform at the TUC and you will find it dominated by white males. They are of course liberals, which is to say people who think their platform should be heavily laden with black females and someone

should stand down to make way. Somebody else. Am I serious? For once, the case can be made. Discrimination is no joke, but nor is the treatment of a symptom while the illness is ignored. Oddly, the TUC appears to think that the word blacked is jolly fine except that it offends black people. That it offends people who exercise their right to work when the herd is baying at the gate is, apparently, irrelevant. Thus "scab" is all right. All that does is insult people of all colours, shapes and sizes. We can call a black man a scab but not a blackleg; how very dignified, how good to see that the trade union movement is marching into the 21st century committed to insulting people regardless of race, colour or creed.

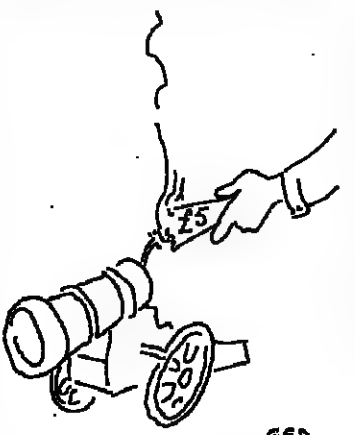
Trade union members and their wives? I suspect the problem here is slightly different. I am all for women being treated as people in their own right, but surely a trade union member arriving with his wife for a reception in Blackpool could well be described as a trade union member and his wife. But is she? Trade union members and their mistresses is not a very convenient alternative, because I expect a small percentage of the Blackpool delegates have actually taken their wives, the rest having told their spouses that the TUC was one long working shop, what would you do all day, darling? Or do they say sister?

I have never discussed the colour of my friend's wooden leg, but it would be funny if it was black. At least, he would see the joke.

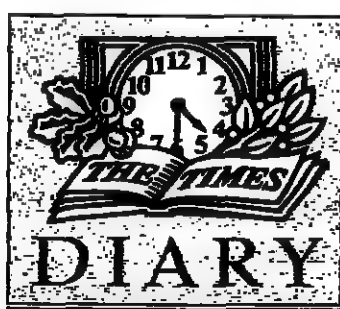
Moor trouble for prince

THE Prince of Wales, usually so ready to take up cudgels on behalf of conservationists, is facing expulsion from the Dartmoor Preservation Association. Outraged by the Duchy of Cornwall's decision to renew the Ministry of Defence's licence to fire artillery on 20,000 acres of the wildest northern part of the moor, members say the prince has sacrificed any right to remain a member.

In a letter published in the association's newsletter, Kate Ashbrook, a member of the executive committee, says: "We would not allow into membership those who desecrate Dartmoor via the china clay industry or the Olkhampton



bypass. By the same token it should be made clear to Prince Charles that he is unwelcome." Ashbrook believes his £5 subscription should be sent back and the prince ejected. There are, however, those on the committee who balk at the idea of causing the prince such embarrassment. Despite paying his annual fee, Prince Charles is not a mem-



ber, but merely a "subscriber", they say. Therefore he cannot be ejected. This despite a letter from the Duchy of Cornwall's Benevolent Fund accompanying the £5 which reads: "Should you wish to record this subscription in your annual report, I would be glad if you would kindly enter it in the name of His Royal Highness the Duke of Cornwall but omit any reference to the amount involved."

The Duchy points out that the number of days on which firing can take place has been reduced by 40 per cent.

Oliver Sayer, the association's treasurer, admits the prince's fever has been banked, but cannot hide his outrage at the prince's decision to renew the MOD licence for another 21 years. "Whatever he may say about his mum being the head of the army I think what he has done is absolutely disgraceful."

Surprise ending

A BEMUSED Michael Ondaatje was off for a celebration lunch with his wife and son in Toronto yesterday, just two hours after hearing that he was one of the six to make the Booker shortlist. "I'm flying over to London tomorrow," he said. However, the news that he was the bookies' favourite at 5-2 alarmed him. "I always play games of chance," he said. "I tend not to bet on favourites."

But yesterday's shortlist was perhaps most notable for its exclusions, and there will be a subdued air at this morning's Harrods literary breakfast, where Rose Tremain, Malcolm Bradbury and Edna O'Brien will gather to discuss and sign copies of their fabled but overlooked works. Michael Cole, Harrods' media director, was putting a brave face on his choice. "The only important prize is the one which makes the cash register sing. And there will be plenty of champagne should people want to cry into it."

Another surprised by the choice was Terry Maher, chairman of Pentos, which owns Dillons and Hatchards. He is off on holiday today to the South of France and his suitcase was packed before the shortlist was announced. His holiday reading? The latest novels by Tremain, Anita Brookner and Hilary Mantel, none of whom found favour with the judges.

Uncivil service

WILLIAM Waldegrave takes the title of his new Department of Public Service seriously. He has even decided that the principle enshrined in the new departmental title extends to Opposition politicians. When Mo Mowlam was appointed by John Smith as Waldegrave's Labour shadow recently he instructed his private office to extend her every facility. Documents, briefings and meetings were offered and gratefully accepted.

Now, however, Mowlam has a different recollection. Waldegrave was astonished when he read an interview with her this week in which she claimed: "I rang William up and said, 'If you're really into open government I want to see all the government's papers on the citizen's charter and speak to the relevant civil servants.' He didn't like it, but he didn't have much choice."

Mowlam can be assured of a frosty reception the next time she turns up to meet Waldegrave's team. "William instructed his private office to offer her documents and meetings on the citizen's charter as soon as she was appointed," said his spokesman in hurt tones. "She even arranged for her thanks to be passed on to him." It must be getting near the party conference season...

Blushes all round at yesterday's third annual *Bartender of the Year* award. The winner, Salim Khoury, from the American Bar at London's Savoy hotel, where he has worked for 24 years, found the right balance for the winning cocktail, named *Blushing Monarch*. "It's a topical drink because of recent events," he said frankly. "It's pink, blushing, and smiling."

Brick-dropping

FOR a man who has made his reputation by weaving fiction around fact, Frederick Forsyth must be more than a little embarrassed by the unfortunate error in his latest bestseller, *The Deceiver*, which the writer is currently promoting around Britain.

Forsyth, a former Reuters correspondent in both Moscow and Berlin, has always prided himself on his meticulous research and his formidable knowledge of the Cold War. All the more surprising then that his latest tale of espionage and intrigue should state that Berlin was divided on the night of August 21, 1961. In fact, the Wall had started going up more than a week earlier and the city was first divided on August 13. "As a Berliner myself I can see the date is wrong," says Beate Pesche of Corgi, his publisher. "I would imagine it is a misprint." Forsyth himself was more refreshingly open. "Mea culpa," he said.



MASTERING GERMANY

Helmut Kohl yesterday brushed aside all talk of a collapse of confidence in Germany, rumours of a revolt against his leadership of the Christian Democratic party and speculation about a new grand coalition. In a bruising parliamentary performance he demonstrated his mastery of political manoeuvring and his pre-emptive ruthlessness towards his enemies. He has been underestimated to often.

Wolfgang Schäuble, the CDU parliamentary leader and the chancellor's putative dauphin, was left to mouth whimpering expressions of loyalty after the chancellor dismissed as "disgraceful" the informal soundings that have taken place concerning a grand coalition. Theo Waigel, the finance minister, stood firmly beside an austerity budget that rules out any tax increases, and the government insisted it would not be blackmailed by xenophobic violence.

After a decade in office, emasculating all possible rivals, the chancellor has made himself almost invulnerable to a party coup. But his thick skin, strong nerves and vigorous performance cannot dispel the foreboding in Germany, nor reassure worried voters that the government has any coherent strategy for dealing with the problems and disillusion now besetting the country. Germans have a tendency, even when things are going well, to worry and fret about the stability of their democracy. When the going becomes tougher, such alarmist talk often contributes to the difficulties they face.

Most of today's difficulties are predictable, and stem from the huge cost, political and economic, of reunification. Herr Kohl bears a large measure of blame for not initially preparing his countrymen for the considerable sacrifices they will yet have to make. The government has since admitted its error, but has given the impression that all that is now needed is time and money. This is only half true. It will take years before even the rate of factory closures in the east slows and the standard of living rises sufficiently to

reverse the internal migration to the west. Huge sums have already flowed east. Accelerating the flow might fuel a consumption boom, thus alleviating some of the Ostis envy; but it would not heal the psychological antagonism between the two halves of the country. Many westerners already resent having to pay for a standard of living in the east that it took them 40 years of hard work to build up in the west.

Germany's other big challenge, the growth of right-wing extremism and violence against foreigners, has also been attributed to reunification. Mass unemployment in the east is seen as fertile ground for anti-democratic forces. But the analogy with the Weimar republic is made so often that the picture is distorted. Membership of right-wing parties is higher in the west than in the east, where support is found largely among the youngest and oldest. Despite a large number of brutal attacks on foreigners, there are probably no more than 10,000 hard-core neo-Nazis in a population of some 80 million. For all the fears of Weimar-style economic dislocation, Germany is still projecting an overall current growth rate of 1.5 per cent per annum, something any British chancellor would welcome.

What has been missing is a sense of determination and leadership in Bonn. German authorities have been too pusillanimous in condemning as repugnant the kind of passive acceptance of violence against asylum-seekers that has so alarmed the rest of Europe. Herr Kohl was commendably forthright yesterday. But both he and the SPD have spent too long playing politics with immigration. Germany does indeed have too many refugees; not having had a colonial history, it is also psychologically less able than some others to adjust to a multi-ethnic society. Herr Kohl showed a burst of energy over unification. He now appears to be bored with domestic politics and prefers to dream of European unity. Having survived a tough parliamentary debate, he should look east. There is plenty more to do.

NOT FOREVER AMBRIDGE

The urban British have a romantic, utopian yearning for pleasant pastures and mountains green. Propelled by the increased dirt, traffic and expense of city life, they are beginning to follow their fantasies into the countryside. Early returns from the 1991 census show that the fastest growing populations in the past decade have been in remote rural districts, while the steepest fall was in big cities. But the result, according to a new report, has been to worsen the poverty and deprivation found in Britain's traditional villages.

The *Problems in Rural Areas*, the report of an enquiry chaired by the Duke of Westminster, finds that behind the copes, hedgerows and honeyuckle-covered cottages of chocolate-box Britain lies a bleaker reality: of poverty, housing problems, unemployment and depression. Farmers are on average twice as likely to commit suicide as the rest of the population. Agricultural jobs are falling fast; the loss could be as high as 100,000 in this decade. Meanwhile, local services, such as shops, post offices and schools, are in decline as middle-class incomers have done much too little to support them.

Not only do the incomers and weekenders shop in supermarkets and educate their children elsewhere; they also, according to the report, tend to obstruct any development that might help the village economy. More concerned with aesthetics than the employment and housing of their neighbours' children, they object to new homes being built and to the conversion of agricultural buildings to commercial use.

Yet while it is true that incomers have pushed house prices beyond the reach of first-time buyers, the rise has enriched those villagers who already own their homes and will in time enrich their children too. The

influx of middle-class people to the countryside cannot be reversed, nor can the loss of agricultural jobs. Those who rue the changing demography of British village life should look instead at how that change can be harnessed to bring benefit to local people.

Instead of bewailing the suburbanisation of villages that are increasingly used by the middle classes as dormitories from which to commute to the nearest big town, long established villages should take advantage of the influx of new people with money to spend. Suburban life is famous for its service industries, mainly linked to leisure. Hairdressing, minicab firms, interior decorating, furniture restoration, landscape gardening, are all businesses that can be set up from home with minimal capital and are ideally suited to the needs of the newer occupants of country villages.

Meanwhile if village shops need to be retained for the convenience of those without cars, they must also be run for the convenience of their other potential customers. That surely means not shutting on Saturday afternoons. It means stocking the sort of food that better-off incomers want to buy. It means local deliveries, a facility in which a supermarket cannot compete. Corner shops in big cities were in decline too until East African Asians took them over and started to run them with their customers' needs in mind.

The transition of the rural economy from one that is based on agriculture to one based on services and leisure will not be painless. It will involve retraining and above all a change in the cast of mind of those who live in the country. But such a transition is inevitable, and the benefits to them could be great. Village life cannot remain for ever stuck in a Miss Marple mould. That too is a romantic utopian fantasy.

ENGLISH SPELT HERE

Of all the subjects in the curriculum, English is the most important and the most contentious. It is the peculiar property of every native Briton and of the many millions of others to whom the language also belongs around the world. Not everybody pretends to be an expert in geography or algebra. Everybody who speaks English as a first language can claim with some justice to be an expert in it at different levels and registers, at the very least in his or her own idiolect.

John Patten, the education secretary, yesterday ordered a curriculum review to boost grammar, classic literature, traditional methods of learning to read — and spelling. In English-teaching the pendulum swung too far in the Swinging Sixties towards the anti-elitist notion that any kind of English was as good as any other. Even though standard English is a shifting Venn diagram rather than a code of commandments graven for all time on tablets of stone, it needs to be taught properly and carefully to all British children, as early as possible.

But one must beware of straining at a gnat and swallowing a camel in the name of orthography. To spell badly is a social rather than a moral or intellectual misdemeanour, but in some contexts, such as a newspaper or a letter of application for a job, bad spelling is a sign of incompetence as slovenly as a ladder in the tights.

English is the hardest language to spell because of its antiquity and tangled roots. On top of Old English is enwined the very different spelling system of Norman French, and on top of that, Scandinavian and Latin. Then with the Renaissance came Greek, and then languages around the world from Urdu to Aleut. The spellings that have become pretty fixed over the past three centuries are

useful as clues to original meaning as well as fascinating as fossils. They allow English writers to distinguish homophones such as *rite/write/wright* as heterographs, as well as recording the history of a word. Soft *c* and *g* before *e* and *i*, as in *cell* and *ginger*, are linguistic menhirs of a Romance spelling, while the use of *ph* rather than *f* as in *amphibious* is a signal of Greek.

Not everybody wants or is able to be an archaeologist of the language. Foreigners and schoolchildren will never believe it, but over the centuries English spelling has evolved a complex and hybrid logic that is preferable to any of the alternatives. Shavian or other Utopian schemes to reform English spelling radically will never work. The language is too widely spread across the world to co-ordinate any such reform. There is no consensus among reformers on a new system. Which of the many different pronunciations of English should a phonetic system represent, or is there to be a standardised pronunciation as well?

Evolution rather than revolution is the way for English spelling as for most English developments. It would help the beauty of orthography if British and American spellings could converge rather than gradually diverge, as they have over the past four centuries, with American, perhaps surprisingly, being the more conservative. This ensures continuity of literacy, enables old and new to co-exist, avoids fecklessly cutting off roots, embraces the whole English-speaking world in one great spelling bee, and prevents Shakespeare and the Authorised Version from becoming inaccessible works of sport (or spelled) in an alien system. Spelling matters: it is no empty ritual. All English-writing children have the right to be taught it.

If France votes 'no': on the rocks, or back on Euro-rails?

From Lord Gladwyn

Sir, Sir Michael Butler is no doubt right in suggesting ("Limiting the damage", September 5) that, in the event of a French "no" to Maastricht, the EC will not be "on the rocks", and that what we will have to do then is simply (a) to make every effort to see that "what we have already is not undermined", and (b) "to find new ways... of doing those Maastricht things which still ought to be done".

But there is equally no doubt that a very dangerous situation would then arise which may demand some rather more dramatic action by HMG to get the European Idea back on the rails.

How would it be, in the event of a French "no" — or indeed of a very slight majority for "no" — that might be almost as bad — for Mr Major, as the president of the European Council, to announce a conference of not only the Twelve but also of such states as have applied, or are likely to apply, for membership of the Community?

At such a conference all should be asked to say (a) whether they accept, or will continue to abide by, the progress achieved by the Community pre-Maastricht ("acquis communautaire") and (b) how far in principle they are prepared to go in the direction of the three main Maastricht proposals — namely, an eventual common currency, a social charter and defence.

No decisions would be taken at this preliminary conference, but its results, if satisfactory, should provide a basis for detailed negotiations to be undertaken next year in conjunction with the European Parliament. Thus the general shape of the future of Europe could become clear.

If this were to take the form of a central "core" to which it must be devoutly hoped we should belong and a "periphery" of states not prepared to accept all features of the new Community, that could not be helped. Indeed, it might be the best solution.

Surely all but those who are opposed to all forms of real European unity would welcome such an initiative on the part of the United Kingdom.

Yours faithfully,
GLADWYN,
Bramfield Hall, Halesworth, Suffolk.
September 7.

From Sir Peter Smithers

Sir, The prime minister has assured us that we shall be the same Germans, French, British and so forth, whether or not the Maastricht treaty is ratified. Precisely. That is why the treaty is so dangerous.

We have before our eyes the results in many states of trying to force discordant ethnic groups within a constitutional framework. The spectacle is not a riot one. The Germans are without question the most powerful state in Europe and under the provisions of the treaty they will expect that their wishes predominate. Who could blame them for this? They have earned the power which they are

already exercising.

But, unlike the prime minister, I have lived to see inconvenient treaties torn up by Germany in 1914 and in 1938. I cannot persuade myself that we are different British, French or Germans from what we always were; and he seems to be of the same opinion.

On the day when majority decisions taken in Brussels are in conflict with German or any other national aspirations, are we really to believe that the "scrap of paper" will prevail? By not holding a referendum on the treaty, Chancellor Kohl is even providing Germans with a plausible excuse for tearing it up. They were never consulted about the surrender of their sovereignty.

The issue of the treaty has been grossly misrepresented. With the Cold War gone, with the revived prosperity of Europe and with the relative decline of the United States, we simply do not need it. What we need is a common market within the Gatt (General Agreement on Tariffs and Trade) and the other mechanisms for regular multilateral political consultation and negotiation between governments. All of that we already have and all we need to do is to make good use of what already exists.

If there is a certain road to future conflict of the gravest kind it is the attempt to impose on the nations of Europe the will of a central institution in Brussels. The treaty is both dangerous and superfluous and should be rejected. The energies expended upon its creation should be redirected into other institutions and more productive channels.

I am, Sir, your obedient servant,
PETER SMITHERS
(Joint Secretary, Brussels conference of the European Movement, 1949; Secretary General, Council of Europe, 1964-9),
CH-6921 Vico Morcote, Switzerland.
September 8.

From Mr Madron Seligman, MEP for Sussex West (European People's Party (Conservative))

Sir, During my holiday in France in August I formed the opinion that the "yes" campaign in the Maastricht referendum relied too much on popular tales and prophecies of doom and disaster and too little on refuting such specific allegations as the increased centralised powers of the Brussels technocrats, and too little also on the positive advantages of the treaty in establishing "inter-governmental" decision-making.

Decisions between governments largely bypass the institutions of the Community and increase the relative power of ministers and the national parliaments. Such decisions stress consensus rather than centralism.

Even the proposed economic and monetary union provides for the principal decisions on price stability to be taken independently by the governing council of the proposed European central bank, which will consist mainly

of governors of national central banks, and not by the Commission in Brussels.

During my stay in France I never heard mention of the word "subsidiarity" which also aims to reduce the decision-making powers of the so-called technocrats in Brussels. Why not?

When the time comes to debate the ratification of Maastricht again in our country, I hope more effort will be put into explaining the important advantages of the treaty and less into generalised prophecies of doom.

Yours sincerely,
MADRON SELIGMAN,
Micklepage House, Nuthurst,
Nr Horsham, West Sussex.

From Mr C. J. B. Flint

Sir, In a speech in Korea, Lady Thatcher is reported (later editions, September 4) as saying that the creation of artificial states is to be avoided, as it will break down and lead to violence, exemplified by the current unhappy state of affairs in Yugoslavia. The inference is that that is a reason for her opposition to the future development of the European Communities.

Surely the first two treaties for Euratom and the European Coal and Steel Community were proposed by the founding fathers very soon after the second world war to make future wars within Western Europe impossible. The later creation of the European Economic Community was the natural consequence of the earlier treaties.

The Single European Act of 1986, which Lady Thatcher, as the then prime minister, signed on behalf of the UK, pledged many further developments.

To dismantle what has been achieved could only encourage separatism and division in Western Europe and a return to the turbulence of past centuries, in place of the Community spirit that has been hard forged over the last 40 years. Is that what the lady wants?

Yours truly,
CHARLES FLINT,
10 Bennetts Hill, Birmingham 2.

From Mr A. F. Raikes

Sir, Even if France votes "yes" to Maastricht, the fact that Denmark has voted "no" would seem to invalidate the treaty as a legally binding contract, thus relegating it to the status of a gentlemen's agreement.

A gentlemen's agreement has been defined as an arrangement between parties, none of whom are gentlemen, none of whom intend to be bound by it, but each of whom hope that the other parties will regard themselves as being bound. What price the treaty?

Yours faithfully,
ANTHONY RAIKES,
Tower Mill, Mark Cross,
Nr Crowborough, East Sussex.
September 8.

When we do produce high-quality products it is often impossible to buy them. I recently tried to buy a pair of shoes of a well known British make at a shop owned by the maker of those shoes and was told it was not their policy to stock them. I understand from a report (August 28) that I could buy them in Milan or New York.

Yours faithfully,
ERICA RUDD,
47 Church Road,
Sneyd Park, Bristol, Avon.

From Mrs E. Stephens

Sir, I recently tried in vain to buy two British-made 150-watt electric light bulbs in Hereford. I was offered products from Italy, Holland, Belgium, Poland and Taiwan. Finally, success at the Midland Electricity Board — but only one British brand was available even there.

Yours faithfully,
E. STEPHENS,
9 Budge Close, Lynton,
Nr Kington, Herefordshire.

From Sir John Woolf

Sir, The day after Cunard announced that the QE2 would be crossing the Atlantic for repairs in a Hamburg shipyard (Business report, August 28), British shipbuilders Swan Hunter announced that they would be reducing their workforce by 1,400 on Tyneside (report, August 29).

Is it any wonder that the pound languishes against the mark?

Yours truly,
JOHN WOOLF,
214 The Chambers,
Chelsea Harbour, SW10.

Buying British

From Mr Mark Coull

Sir, As the sales director for a firm of sheet music publishers, I was interested to read the letter from Baroness Faithfull (August 31) asking why we cannot make the best in Britain. I was travelling at the time to see a customer in Holland, a country where the best of Britain is certainly appreciated.

Baroness Faithfull could see the best of Britain in Tokyo, Paris, New York or any other city where there are discerning customers.

Yours faithfully,
MARK COULL,
18 Bramber Court,
Corby, Northamptonshire.
September 1.

From Mr John Bott

Sir, I have bought several items with British-sounding names, only to find that they were made variously in Singapore, Austria, Germany, France and Spain. In addition I find that my billiards chalk and a smoke detector were made in the USA, the latter having been assembled in Mexico.

Yours sincerely,
JOHN BOTT,
18 Ladbroke Hall, Ladbroke,
Leamington Spa, Warwickshire.
September 1.

From Mrs Erica Rudd

Sir, Baroness Faithfull asks why we import so much and whether our standards are lower than other countries.

Rights of way

From Mrs Julia Watson

Sir, Council officers who wrote to you concerning rights of way (letters, September 2) may be unaware that their own so-called "definitive maps", as laid down by the National Parks and Access to the Countryside Act 1949, are often seriously incorrect.

This leads to acrimonious disputes between local authorities and landowners and also walkers. Litigation over the existence, maintenance and precise delineation of highways is leading to untold expense up and down the country.

Definitive maps are often not supported by proper definitive statements, as the law requires. They must show

only paths which have been defined, determined and dated according to law. The details and any covenants attaching must be shown in the statement. These paths are thus confirmed to be a public responsibility.

Unfortunately councils are also often in breach of their duty to show a list of streets which are highways maintainable at the public expense, which should include paths.

The day that proper information concerning highways and the liability for maintenance is shown in local authorities' offices will be a great one for landowners and ramblers alike.

Yours faithfully,
JULIA WATSON,
Oak Lodge, 23 Shenley Hill,
Radlett, Hertfordshire.

A plan to rescue Pitchford Hall

From Mr Christopher Foley

Sir, As an art dealer specialising in the very type of early English paintings most strongly represented at Pitchford Hall in Shropshire, I am particularly disappointed by Mr Mellor's rejection of the English Heritage plan to save it for the nation (report and photograph, September 3). Is there not, even at this very late hour, a way of meeting the twin objectives of keeping the house and its historic collections together, and allowing regular public access to them?

This would involve the National Heritage Memorial Fund continuing with its plans to purchase the major contents, including the fine series of family portraits, and loaning them to a private purchaser willing to pay the Colhursts the current, much reduced, asking price for Pitchford of "in excess of £750,000", provided that the new owners opened the house regularly to the public.

To satisfy the terms of the National Heritage Act 1980, the fund would have to hand over the contents to a local museum. This would surely not be an insuperable difficulty, especially if the new owners and their successors had to undertake to maintain the contents in at least their current condition.

This may not be an ideal solution. It would, however, keep this magnificent house and its collections together and available to the public at limited cost to the fund, which, as your editorial ("Mellor's missed chance", September 4) points out, is specifically charged to help in such last-resort rescues.

Yours sincerely,
CHRISTOPHER FOLEY (Director),
Lane Fine Art,
123 New Bond Street, W1.
September 7.

From Mr G. M. S. Lauder-Frost

Sir, Mrs Caroline Colhurst calls Mr Mellor's refusal to retain Pitchford Hall and its contents intact "insulting". I agree — all the more so because the refusal comes from a Conservative minister whose party clearly misunderstands the meaning of the word "conserve".

The number of great homes and their contents lost to their rightful owners during this century is appalling (my family paid 65 per cent death duties in 1950 and again in 1966; clearly all was lost and until all form of death duties is abolished the nation's aristocracy and landed families will continue to face ruin. Nothing of equal quality replaces them. Their roots are in the British soil, in service and in battle — not in the City.

When can we expect the Conservative party to abolish inheritance taxes, and to do so retrospectively?

Yours faithfully,
G. M. S. LAUDER-FROST,
15 South Street,
Duns, Berwickshire.
September 4.

Lies, damned lies...

From Dr A. M. Cohen

Sir, Professor David Weitzman, in his letter of August 26 on the A-level league tables, cites one example of the misleading use of statistical data. I can give two more.

First-class cricket batting averages, calculated by dividing the number of runs scored by the number of not-out innings, are based on the false assumption that the innings can in some way be "carried over". Surely, the correct way would be to divide the number of runs by the number of all innings, irrespective of the batsman's fate.

Calculated thus, the batsmen occupying the first ten positions in the table which you published on August 25 would have to be reordered as follows:

	Avg.	Position
N.H. Fairbrother	42.2	10
Salim Malik	56.4	4
M. E. Waugh	54.8	6
P. D. Bowler	58.6	3
M. W. Gatting	62.1	2
D. M. Jones	51.3	8
G. A. Gooch	65.8	1
N. J. Speak	56.0	5
A. J. Lamb	53.0	7
M. A. Roseberry	51.1	9

My other example concerns the computation of the FTSE 100 Index, the *goldposts* for which are continually changed. Since the 100 companies selected for it are those with the largest capitalisation at any one time, it reflects only the state of current market favours.

What the index should compare is the state of the *same* 100 companies over the years. Would it now be over 2,200 if former star turns like Ferranti, Mirror Group Newspapers and Polly Peck International were still constituent members? I doubt it.

Yours faithfully,
ALAN M. COHEN,
University of Wales,
School of Mathematics,
Senghennydd Road,
PO Box 915,
Cardiff, South Glamorgan.
August 27.

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Letters to the editor should carry a daytime telephone number. They may be sent to a fax number — 071-782 5046.

OBITUARIES

CYRIL BENCE

Cyril Bence, Labour MP for Dunbartonshire East, 1951-70, died in Tarrington on September 7 aged 89. He was born in Bradford on Avon, Wiltshire, on November 26, 1902.

WHEN, in the 1960s, Harold Macmillan's Conservative government gave the go-ahead for the building of the QE2, the last of the great transatlantic liners, by providing a £20 million government subsidy, the shipbuilders of Clydeside rejoiced. And the man to whom they owed the greatest gratitude was Cyril Bence. Government ministers groaned, however. For it was a time of drastic public spending cuts and the £20 million subsidy for the shipbuilders divided the Conservatives and caused the government to have three narrow majorities.

Ernest Marples and Selwyn Lloyd were blamed by those who saw shipbuilding subsidies as an unwarranted government extravagance. But it later emerged that Cyril Bence was responsible. The Labour MP for Dunbartonshire East had artfully inveigled Harold Macmillan into committing his government to the costly venture. Bence had played his master card prior to the 1957 election when the Conservatives were drawing up their manifesto and deciding that, in order to discourage the fear of unemployment, mention should be made of helping the shipping industry and the replacement of the Queen liners, so long a source of British pride.

Later, while touring the country, Macmillan developed this theme and in Glasgow, waxing oratorical, he spoke of the great service of the Queens and how the honour and place of Britain on the seas must be forever upheld.

His words were duly noted by Bence who quickly wrote to the prime minister asking if he could take it as understood that, if a Conservative government were returned to power, it would grant aid for the replacement of one of the Queens. Macmillan wrote back saying that he could.



The significance of this, as Lord Lumberton, a Conservative MP of the time, pointed out publicly, was that it was not simply a manifesto pledge that could later be discarded but nothing less than the promised word of the prime minister. At a stroke of a pen Macmillan had committed the government's shipping policy in a promise to a Labour member of parliament. Lord Lumberton suggested archly that Cyril Bence should be

declared "director of Conservative Shipping Policy." But when the QE2 was launched with much ceremony and excitement nine years later, Cyril Bence's signal role had been all but forgotten except, perhaps, among the shipbuilders of the Clyde. Bence and his wife, Florence, were among the guests who met the Queen at the launching ceremony.

In addition to so ably representing the shipbuilding and other interests

of his Clydeside constituents, Cyril Bence was on the left wing of the Labour Party and had strong pacifist views. Right wingers in the party were upset in 1958 when Radio Moscow broadcast an interview with him (recorded in the House of Commons tea-room) in which he, together with five other Labour MPs, called for the suspension by the West of nuclear bomb tests following the Kremlin's suspension of such tests. Although Bence argued that the point he made did not go beyond Labour Party policy, the right-wingers took the view that participation by their colleagues in radio propaganda beamed from Moscow was damaging to party interests. Such quibbles on little ice with Bence, however.

Although not a polished parliamentary speaker — he was at his best on the hustings and at other grassroots political gatherings — he was a man of great sincerity and integrity who won the respect of political opponents as well as of his natural Labour and trade union allies. It was his misfortune that he entered parliament relatively late in life, and for most of his years there a Conservative government was in office. But in 1964, during his last parliament, Patrick Gordon Walker, the foreign secretary, chose him to be his parliamentary private secretary (international trade and finance and Commonwealth development having long been Bence's special interests). And two years later he became parliamentary private secretary to Anthony Crosland, the minister for education and science. He also served for two years from 1964 on the House of Commons estimates committee, chairing the sub-committee dealing with housing, works, land, roads, agriculture and fisheries.

The son of a farmer, Cyril Raymond Bence was educated at Pontypool School and Newport High School, South Wales, having moved there as a child with his family. Much influenced by the carnage of the first world war, he became a member of the Pacific Tendency and his views on the need

for disarmament never left him. He was initially attracted to a solicitor but soon turned to engineering and after serving his apprenticeship as a toolmaker at Ashworth, Son and Company, a weighing machine manufacturing company in Newport, he became a weighing machine manager. He always retained his fascination with such machines. In the 1930s he turned to farming until the dire economic conditions of the day forced him to move with his family to Birmingham where he resumed his career in engineering.

He had joined the Labour Party in 1922 and soon became an active trade unionist as a member of the National Union of Scalemakers. He later served the Amalgamated Engineering Union as a shop steward and branch president and became involved in the activities of the local trades council. During the war he was chairman of his factory's joint production committee.

After the war he contested the Handsworth division of Birmingham unsuccessfully in both the 1945 and 1950 elections and again in a subsequent by-election, when he lost to Edward Boyle. Then, in 1951, at the age of 49, he gained the safe Labour seat of Dunbartonshire East in succession to David Kirkwood, who was made a baron. Bence had to overcome some initial resentment in his constituency at being an outsider but quickly won the loyalty of Labour supporters with his energetic commitment to their interests.

He was a naturally shy and retiring man with a gentle manner, although he was at some pains to disguise this when he took up the cudgels in the House of Commons or on the hustings, either on behalf of his constituents or his own deeply felt political principles. He was married twice, both his wives predeceasing him; he is survived by the children of his first marriage, John, who is vice-president of an American corporation, and Valerie Pearl, president of New Hall, Cambridge.

SIR ANTHONY GRAY

Sir (Francis) Anthony Gray, KCVO, administrator, died at his home in Upton Scudamore, Wiltshire, on August 2 aged 74. He was born in Bristol on August 3, 1917.

IN HIS nine years as secretary and Keeper of the Records at the Duchy of Cornwall offices in Buckingham Gate which began in 1972, Anthony Gray laid, with expert advice, the foundations of the modern duchy, selling surplus property to build a capital fund and improving the bulk of the property retained to increase rental income. Tony Gray could see that active management of its assets was needed both to increase its income and to broaden its capital base to secure that income in future. He was thus able to pass on to his successor an organisation and land holding which could take full advantage of the prosperity of the 1980s. On his retirement from the duchy in 1981 he was made a KCVO, and retired to Upton Scudamore with his family.

Gray joined the duchy after spending 20 years as treasurer of Christ Church, Oxford where he was responsible not only for the large college holdings of land up and down the country but also for the fabric of the college itself. His skilful land management and supervision of the college finances (together with a large and timely grant from the University Appeal) enabled him to organise and oversee a massive restoration of the college, including the magnificent library and hall, as well as the building of the gallery, which brought together his two great loves — architecture and pictures.

In 1963 he was elected a member of the Agricultural Advisory Council, and he was a member of the council of the Royal College of Art from 1967 to 1973. He was prominent in the campaign which prevented a road from being built through Christ Church Meadow, and in 1972 the fellows of Christ Church made him an emeritus student.

Anthony Gray was educated at Marlborough and Magdalen College, Oxford, and then joined the Royal Institute of International Affairs at Chatham House. After war service he worked for some time for the British Council before

turning to that interest in the land which had been present from his childhood in rural Suffolk, by joining the Hulton Press in Fleet Street, publishers of the *Farmer's Weekly* and other periodicals. It was from there that he became treasurer of Christ Church.

Gray was also a member of the Ditchley Foundation, and his interest in overseas affairs continued throughout his life, concentrating on the Middle East and especially Jordan. He had the ability to sense the differences in the way that peoples of different cultures look at things, and yet the sensibility not to make it obvious.

He was married to Marcia (Mish) Wyld in 1947, and they had a son and two daughters. At Christ Church and their home at nearby Ramsden, and later in London, the Grays were immensely hospitable, and especially kind to the young. Tony



Gray's ability to cross generations with his gift of friendship was one of his greatest qualities. To be able to call oneself his friend was to have a passport into a series of interlinked and stimulating worlds. Behind his universal bonhomie and enormous relish for life he was a shrewd picker of men, but with too much discernment and humility ever to indulge in power politics. Always self-deprecating, he was courteous even at the end when in great pain, and, as ever, one felt happy in his company. In an earlier edition of *Who's Who* he gave as his recreation: "Getting away from Mrs Thatcher's England." In 1992 this became "Weeding, washing up and other manly sports."

He leaves a widow, Marcia, a son and two daughters.

IAN GODFREY

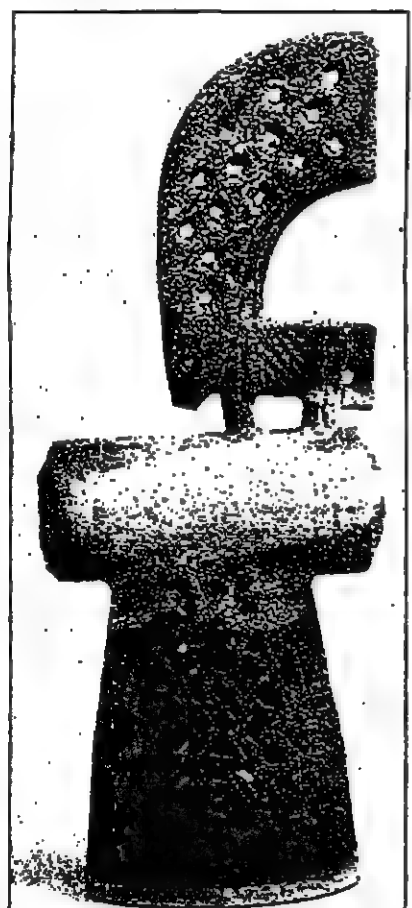
Ian Godfrey, a leading figure in the great British ceramics revival of the 1960s, died on August 13 aged 50. He was born in Ely in 1942.

LUCIE Rie always maintained that Ian Godfrey had learnt nothing from her. He insisted that she was his greatest inspiration, from the moment he encountered her teaching at Camberwell School of Art around 1957. Certainly Godfrey's chunky, eccentric, often humorous ceramics seem to have the least possible connection with the delicate, elegant work of his mentor, and she disapproved profoundly of his major working tool, an ordinary penknife, which she felt to be somehow unethical in a potter's hands. However, he continued, politely but determinedly, to follow his own course and leapt into prominence with his first one-man show at Primavera in 1962, the first year that he had been seriously making pots.

Although by his own account he made his first pots when he was eight, and studied pottery one day a week at Camberwell, his principal enthusiasm and subject of study was painting; indeed, he continued throughout his life to regard himself as a painter as well as a potter. But, curiously enough, his own pots were very far from "painterly", being self-evidently sculptural and little concerned with colour or applied glazes.

His work methods were unconventional, probably because his relative lack of formal training as a potter liberated him from traditional constraints. Although many of his works started from a thrown base, what he did in their elaboration from that point was entirely unpredictable. He liked to use a mixture devised by himself of red earthenware, grey St Thomas's non-ware clay and a very coarse brick-making clay, to produce his characteristic rough hewn effect after firing. The great advantage of this medium for him was that it responded well to carving when nearly dry, so that he could cut the patterns in his typical pitted plates as though he were slicing a rather hard cheese or dough.

Personally Godfrey was very eclectic in his interests. Later in life he travelled a lot, and was highly responsive to antiquities



from many different cultures. He began collecting Greek terracottas when he was about 12. Later he spent a high proportion of his earnings on acquiring Korean metalwork, early Japanese ceramics and a select few contemporary pots by such as Bernard Leach and Shoji Hamada. When he could not afford to own the objects of his passion he haunted museums and took careful notes.

Despite this, his work is constantly recognisable, and resembles little else in ceramics except, perhaps, some Chinese model houses and animals from the Han dynasty. Even there, the resemblance is fairly remote: the little landscapes he loved to make, with miniature buildings



Ian Godfrey and (left) his imaginary animal stoneware

and animals, owed most to his quirky imagination and entirely unsentimental brand of whimsy.

His critics were quick to accuse him of producing cute kitsch for people who thought that owning a pet rock was a good idea. But retrospectively such odd judgments seem to have most to do with a puritanical assumption that real art has somehow to be solemn. Godfrey's miniature worlds, unlocalised ritual objects and tea pots one would use at one's peril were certainly never that, but their seriousness could hardly be doubted. Godfrey was anyway sensitive, perhaps over-sensitive, to the dangers of popularity: he kept his operation very small and personal, and even after having two large one-man shows at the British Crafts Centre in the early 1970s he was still delivering pots himself by simply hopping on his bike.

Many of his pots had loose pieces which did not securely fit in anywhere. When purchasers questioned this, he would say with an impish grin: "Oh well, I always like to put in something extra."

MICHAEL WEINSTEIN

Michael Weinstein, insurance salesman and art collector, died in London on August 25 aged 47. He was born in Philadelphia on February 2, 1945.

MICHAEL Weinstein's upbringing scarcely prepared him for his career as a recording-breaking and uniquely cultured life insurance salesman although it might have helped him dress for the part. His family ran a successful undertaking business.

Weinstein took a degree in French history, which may well have sparked his later interest in art associated with the Bourbon kings, at Temple University in his home town of Philadelphia. He read urban geography at the University of Rhode Island before arriving as a graduate student at Hertford College, Oxford. He never completed his doctorate there. Instead, with his dark good looks reminiscent of a young Omar Sharif, his wit and debonair style, Weinstein dedicated less time to study at Oxford than he did to making connections. He was successful in establishing many friendships.

He joined the American insurance giant Metropolitan Life in London in 1973. One client introduced him saying, "Stay away from him because if the Brooklyn Bridge is for sale, you are going to buy it." Weinstein's powers of persuasion were formidable. He had never sold a policy in his life, and it was rare, if not unprecedented, for Metropolitan Life to hire someone who had not first proved himself in the United States.

But the company can never have regretted its decision. As the years passed Weinstein

regularly broke his own records and then those of his company, culminating in 1989 when he became Metropolitan Life's leading salesman worldwide selling a quarter of a million dollars worth of policies.

He enjoyed life on the scale of his commissions. He lived in considerable style, travelling widely, usually with a cook, valet, butler and chauffeur in attendance. His passion for the French Restoration period resulted in a unique gallery of sculpture, porcelain, medals, paintings and prints. He could hardly contain his excitement when he recognised the bust of one of his heroes, Louis XVIII, incorrectly labelled in a country antique shop.

His large and elegant Kensington home was transformed as regularly as a revolving stage set. The visitor could step into a room and find himself transported to an Arabian tent complete with palm trees and Egyptian style bed or he might walk through the portals of an ancient city. Alternatively he might be confronted with wall to wall prints of three centuries of European and Middle Eastern royalty. Weinstein bled splendid parties, and was not above charmingly bidding his guests goodbye if he felt they were outstaying their welcome. He was a generous patron of contemporary artists, among them Philip Cole, Emma Sergeant and Glynn Boyd Harte, from whom he commissioned works including life-size portraits of himself.

He was an entertaining raconteur whose racy humour rarely offended. He could equally charm duchesses, entrance his clients and enchant his grandchildren.

Sale room

Dowding's sad farewell to his fighter boys

By JOHN SHAW

LORD Dowding's poignant farewell to his fighter pilots after being controversially replaced as head of Fighter Command after the Battle of Britain in 1940 will be auctioned next week.

He played a crucial role in the victory but was removed from command immediately afterwards and never received the recognition many felt he deserved. The three paragraph hand-written note was addressed to "My dear fighter boys" and completed on the afternoon of November 20, 1940.

It reads: "In sending you this my last message I wish I could say that is in my heart. I cannot hope to surpass the simple eloquence of the Prime Minister's words: 'Never before has so much been owed by so many to so few.'"

increase. In saying goodbye to you I want you to know how continually you have been in my thoughts and that, though our direct connection may be severed, I may yet be able to help you in your gallant fight. Goodbye to you and God bless you all."

The note was handed to Wing Commander Robert Wright, his personal assistant, and was sent out to all Fighter Command stations. Wright, who later wrote a biography of Dowding, kept the original. He died earlier this year and it is now being sold by his widow for an estimated £8,000 to £12,000 at Sotheby's in Billingshurst, West Sussex, on September 19.

Lord Dowding, who died in 1969, was outspoken in his criticism of the government's decision to give air support to the French as the German army invaded in May 1940. He believed the move would

deplete vital RAF fighter reserves that would be needed to defend Britain after the fall of France.

It was a highly controversial episode and the sale includes notes of a crucial Cabinet meeting with Winston Churchill in which the sending of fighters to France was under discussion. Lord Dowding wrote an account of the meeting in which he said: "Luckily I had realised that one can often convince a person through his eyes when it is not possible to do through his ears."

"I armed myself with a graph showing the balance of Hurricane wastage against replacements. I laid the graph on the table before him and said: 'If the present rate of wastage continues for another fortnight we shall not have a single Hurricane left in France or in this country.' That did the trick."

Lord Dowding went on to discuss the intrigues which went on behind his back as the danger of imminent invasion appeared to have passed.

"Churchill told me that I was to be replaced as C-in-C Fighter Command. He told me of his surprise that this recommendation should have been made 'in the moment of victory', but did not indicate any personal opposition. It seemed natural enough to me: the Air Council had been anxious to be rid of me since before the start of the war and this seemed to be an appropriate moment."

Lord Dowding's notes ran to 84 pages and are estimated to make up to £7,000.

The sale also includes a rare Focke Wulf FW189A1 wartime reconnaissance aircraft found only recently on the Finnish-Russian border, which is expected to make up to £150,000.

Flesh hook found at Flag Fen site

By NORMAN HAMMOND
ARCHAEOLOGY CORRESPONDENT

A BRONZE flesh hook and four stone querns for milling corn show unusual evidence for Bronze Age feasting on the edge of the Fens 34 centuries ago. They also prove that exotic goods were being brought in for ceremonial use, since neither metal ores nor suitable stones are found nearby.

"This area had few natural resources beyond land and water," said Francis Pryor, who is directing the excavations at Flag Fen, near Peterborough, "but the things we are finding come from all over Europe."

The flesh hook, a delicate curved prong rather like a shepherd's crook, is especially exciting, Mr Pryor said, because such things were always found in association with large bronze cauldrons used for preparing feasts. The hook

would have been used for extracting chunks of seethed flesh when they were ready, rather in the manner of a *fondue bourgeoise*.

Since all the metalwork found with the hook consisted of weapons such as swords and daggers, the feasters were probably warriors, Mr Pryor said.

Tree-ring dates on the timber hall where the bronzes were found indicate a date around 1350BC, the earliest context yet for the feasting complex, which has until now been considered as typical of the Late Bronze Age after 900BC. So far, however, no cauldrons have been found at Flag Fen to go with the flesh hook.

"The metal objects come from all over Britain, in a much wider range than on other sites," Mr Pryor said.

SEPT 10 ON THIS DAY 1798

The rebellion of 1798 was led by the Society of United Irishmen. In August a French force landed in County Mayo: it was too late to be effective and eventually surrendered. The rebellion was finally crushed with brutal savagery.

IRISH REBELLION

By the Mail of yesterday, we learn that the expected reinforcements had all joined the Commander in Chief. On the evening of the 5th an express reached Dublin Castle, stating that Marquis Cornwallis had advanced on the 4th within 12 miles of Castlebar, and that a general attack would be made on the following day. It was reported in his camp that the French had evacuated Castlebar, and retired nearer the sea, to a place called Foxford; but this news does not appear probable.

In a former Paper, we gave a burlesque kind of a Proclamation, which was copied from the *Dublin Journal* of the 1st inst. By the Mail of yesterday, we received the following Copy of a Proclamation, which is said to have been actually issued by the French Commander.

Liberty, Tranquillity, Equality, and Union.

You have not forgot Bannry Bay; you know what efforts France has made to assist you, her affection for you, her desire of avenging your wrongs and assuring your independence, can never be impaired; after several unsuccessful attempts, behold at last Frenchmen arrived among you. They come to support your courage, to share your dangers, to join their arms and mix their blood with yours, in the sacred cause of Liberty — they are the forerunners of other Frenchmen, whom you shall enfold in your arms.

Brave Irishmen, our cause is common: like you, we abhor the avaricious and blood thirsty policy, of an oppressive Govern-

ment like you, we hold as indefensible, the rights of all nations to Liberty: like you, we are persuaded that the peace of the world shall ever be troubled, as long as the British Ministry is suffered to make with impunity, a traffic of industry, labour, and blood of the people; but exclusive of the same interests with ours, we have powerful motives to love and defend you.

Have we not been the pretexts of the cruelty exercised against you by the Cabinet of St James? The heartfelt interest you have shown for the great events of our revolution, has it not been imputed to you as a crime? Are not torments of death continually hanging over such of you as are barely suspected of being our friends?


Let us unite then and march to glory — we swear the most inviolable respect for your property, your laws, and all your religious opinions: be free, be masters of your own Country, we look for no other conquest than that of your liberty, no other success than yours.

The moment of breaking your chains is arrived, our triumphant troops are now flying to the extremities of the earth, to tear up the roots of wealth and tyranny of our enemies. That frightful Colossus is mouldering away in every part: can there be any Irishman base enough to separate himself in such a happy conjuncture, from the grand interests of his Country? If such there be, brave Friends, let him be chased from the Country he betrays, and let his property become the reward of those generous men who know how to fight and die.

Irishmen, recollect the late defeats which your enemies have experienced from the French: recollect the plains of Henocote, Toulon, Quiberon, and Oostend: recollect America, free from the moment she wished to be so. The contest between you and your oppressors cannot be long. Union, Liberty, the Irish Republic, such is our shout: let us march, our hearts are devoted to you.

Our glory is in your happiness.

Three dark horses promise more Booker controversy



Anne Barnes, general secretary of the National Association for the Teaching of English, said: "Teachers will feel very confused and disappointed to hear that changes

higher, not lower, interest rates. So devaluation would not help recovery."

Mr Lamont says he knows all too well that getting on top of inflation has been painful for many people. "But I am determined not to squander the progress we have made. And I am equally determined that we should not have to go through this experience again."

Speculators' trust, page 12
Anastole Kuletsky, page 14
Leading article, page 15
Comment, page 23

Continued from page 1

nate because teachers have worked very hard for three years, and all the reports say that standards are rising," Professor Cox said. "I am convinced that we got it right by making Shakespeare compulsory and including pre-1900 literature, but leaving teachers free to use their judgment."

Anne Barnes, general secretary of the National Association for the Teaching of English, said: "Teachers will feel very confused and disappointed to hear that changes

The costume, which is expected to fetch more than £200,000, by far a world-record price, is being sold to pay for the upkeep of the manor by the Duke of Sausmarez's family, the Guernseys, who have had it for more than 300 years. After the execution of Charles I in 1649, the Duke of York took temporary refuge on Jersey slaying with Sir George Carteret. Sir George's cousin, Edward, who attended the duke's wedding, was given the suit as a memento. It was passed to his widow and then her sister, Anne, later wife of Matthew de Sausmarez.

Continued from page 1

withdrawal from the ERM. He says that if Britain cut loose from the mechanism and slashed interest rates, the situation would be worse. "We would see a huge fall in the pound and an explosion in inflation," he said.

Devaluation of the pound within the ERM would not lead to lower interest rates, he says. "When currencies revalue against the deutschmark the markets do not expect them to be revalued up again. Instead they expect a further devaluation and demand

higher, not lower, interest rates. So devaluation would not help recovery."

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Anne Barnes, general secretary of the National Association for the Teaching of English, said: "Teachers will feel very confused and disappointed to hear that changes

are going to be made and the ground will shift from under their feet again. I certainly hope that there will be meaningful consultation about these changes."

Peter Smith, general secretary of the Assistant Masters and Mistresses Association, said teachers would be grossly insulted by the innuendo that they were not concerned about basic skills. "The government is doing nothing more than placing a time-vocal right wing at the expense of a very large number of hardworking teachers."

15 Characters in Munster — i.e. Christian men (9).
16 Opening, prime minister comes to the point (8).
18 Scoffed free, in fact (7).
19 Continuing to be concerned with departure (7).
20 Very hard to keep fish in a pen (6).
22 Keep the part of the potato we remove (5).
25 The chap whom mehitabel always sounded like (3).

Concise Crossword, page 21
Life & Times section



* denotes figures are latest available

FORECAST & TRENDS

For the latest region by region forecast, 24 hours a day, dial 0801 500 5000 followed by the appropriate code.

Greater London	701
Kent, Surrey, Sussex	702
Dorset, Hampshire & IOW	703
Devon & Cornwall	704
Wiltshire, Gloucestershire, Avon, Somerset	705
Berkshire, Bucks, Oxon	706
Bedfordshire & Essex	707
Northfolk, Suffolk, Cambs	708
West Kent & E. Kent & Greater	709
Stratford, Warwick & Wores	710
Central Midlands	711
East Midlands	712
Lincoln & Humberside	713
Dryden & Powys	714
Devonshire & Chyrd	715
N W England	716
W & S Yorks & Wales	717
N E England	718
Cumbria & Lake District	719
S W Scotland	720
W Central Scotland	721
Edin S Fife/Lothian & Borders	722
E Central Scotland	723
Grampian & E Highlands	724
N W Scotland	725
W & S Scotland	726
Cairnness, Orkney & Shetland	727
N Ireland	728

Weather is charged at 38p per minute (including 40p per minute at 0110 hours).

FORECAST & TRENDS

Thursday: Hottest day temp. Folkestone, Kent, 18C (64F); lowest day temp. Tullibhally Bridge, Grampian, 11C (52F); highest rainfall: Orkney, 14.0mm; highest sunshine: Cairnness, East Sussex, 11.0hr.

FOUR STAR RATES

	Break	Room
	Break	Sale
Australia	2.50	2.80
Austria/Scot	2.00	10.10
Belgium	1.00	96.10
Canada	2.11	2.35
Denmark	1.91	10.55
Finland/Mex	0.75	1.75
France/Fr	0.95	2.75
Germany/Gm	2.85	3.00
Greece/Gr	3.00	3.00
Hong Kong/S	1.50	14.30
Ireland/In	1.10	1.60
Italy/Ita	2.00	20.05
Japan/Ypn	2.00	24.10
Netherlands/Gld	3.30	3.07
Norway/Nr	11.50	10.82
Portugal/Port	2.00	204.00
South Africa/Ra	11.00	9.00
Spain/Spn	1.80	173.00
Sweden/Swe	0.70	1.70
Switzerland/Fr	2.50	2.41
Turkey/Turk	1.40	130.00
U.K.	2.00	2.00
Yugoslavia/Yug	0.90	50.00

Rates for small accommodation block rates only as supplied by Barclay's Bank PLC. Different rates apply to other countries.

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BOOKS p4.5
Michael
Ondaatje: one
of the writers
of the year?

LIFE & TIMES

THURSDAY SEPTEMBER 10 1992

APPOINTMENTS
The best
management
jobs over
fifteen pages



3

Shooting to kill and dying to win

The Wild West made Clint Eastwood a star. Now it has pulled his career out of the doldrums. Sean French reports

Clint Eastwood has risen like Lazarus from the cinematic dead. After a string of ignominious box-office failures he seemed to be drifting into that limbo of television reruns and occasional anniversary tributes reserved for those great names that Hollywood supposedly reveres but considers no longer bankable. Yet suddenly Eastwood has had a hit in, of all things, a Western, and a savagely pessimistic Western at that, about the misery and brutality on the old frontier.

The hero of *Unforgiven*, played by Eastwood, is no avenging angel but a psychopath, who is good at killing because unlike other, weaker, better, people, he doesn't care who he kills. He rides on a range which, unlike in the song, is cloudy all day and rainy all night; what words are heard are uniformly discouraging and people who are shot don't just fall neatly over but cry and bleed messily.

No man would have predicted that this is what 15-25 year olds — who decide the commercial success of any movie — would like to see. But Eastwood has always had the true instinct of a filmmaker, treading the thin line between surprising and satisfying his audience. Like his characters, he has been reluctant to explain or analyse. While other filmmakers try to behave like artists, Eastwood has, without any fuss, run his career more intelligently and creatively than any big American star of his generation.

He has had to. It is not just that Eastwood was in danger of finishing his career in a cinematic graveyard. He began there, and, worse still, for the first ten years of his career he seemed to be going from one graveyard to another. His first films, in the mid-fifties, gave him the sort of small roles that never made anyone's reputation. In the cult B-movie of 1955, *Tarantula*, the 25-year-old Eastwood appears, uncredited, as one of the pilots who comes to napalm the giant spider. And since he was wearing a face mask and had just a single line of dialogue, he was considerably less expressive than the eponymous arachnid.

His break, such as it was, came when he won the role of Rowdy Yates in the Western television series, *Rawhide*, and he appeared in almost 200 episodes between 1959 and 1966. It is now routine for actors such as Bruce Willis and Alan Alda to be given film roles because of their success on TV. But in the early 1960s it was considered the last refuge for people who couldn't crack the big screen.

And on the face of it, Eastwood's first starring role in a feature film was even less promising. When he was about to begin his sixth season in *Rawhide* in 1964, there was an unexpected gap in production. The opportunity arose in that most dreaded of genres, the European Western, a German-Italian-Spanish co-production to be shot in Spain. Eastwood was far from being the first choice for the role. The Italian director, Sergio Leone, originally wanted Henry Fonda, who was too expensive, and finally worked his way down through Lee Marvin to Charles Bronson and James Coburn. He was preparing to pay Coburn \$25,000 (£12,500) when he learnt that he could get this television actor for only \$15,000 (£7,500). Thus was one of the crucial partnerships in the modern cinema formed.

There must have been an air of gloom as production began on *A Fistful of Dollars*. Eastwood was the only English speaker on the set, and the rest of the cast had to be dubbed. Even Leone, who was credited as Rob Robertson in a feeble attempt to disguise the film's non-American origins, could not speak English and had to communicate in hand signals with his resolutely monolingual star. There were other problems ahead as well. The story, of a killer working for two rival gangs in a small town, was a conscious reworking of Akira Kurosawa's *Yojimbo*, made three years earlier, but no one had troubled to clear the rights. The resulting litigation tied up the film for two years and it was not released in the United States until 1967.

Much later, Leone spoke of what he had seen in Eastwood: "The story is told that when Michelangelo was asked what he had seen in one particular block of marble, which he chose among hundreds of others, he replied that he saw Moses. When they ask me what I saw in Clint Eastwood, I replied that what I saw, simply, was a block of marble." John Wayne was famous for cutting his own lines and giving them to fellow actors. They would gabble while he looked strong and silent. In *A Fistful of Dollars* Eastwood took this to an extreme and because no one else spoke adequate English he was given unusual freedom. He stripped all background, motivation, history from the Man With No Name and was left with nothing but a few laconic, witty lines, spoken in that breathy croak that is halfway between Lee Marvin and Marilyn Monroe. The eyes were narrowed, the smooth profile broken by a



Power behind the camera: Eastwood sets up a shot on the set of *Unforgiven*. He has been the undisputed boss of all his films since the early Seventies

growth of beard and, much to the disgust of the clean-living, non-smoking star, Leone put between his lips a cigar that he was to chew, rather than smoke, onscreen for some years.

The film was violent, amoral and elegantly staged. By 1967, in an America embroiled in Vietnam, it appealed to a hip, disenchanted audience who did not believe any more in a world where heroes wore white and bad guys wore black. The film, and its successors (not sequels), *For a Few Dollars More* and *The Good, the Bad and the Ugly* were all released in the United States in the same year, and were bit hits, immediately establishing Eastwood as a star, the first big new Western star since the early Fifties. Now he had to establish a serious career in America, and his great insight, a daring and original one at the time, was the importance of control. He created his own production company, Malpaso, and his first project, *Cooler's Bluff* brought him together with his second great mentor, Don Siegel. The film was originally a sort of *Crocodile Dundee* about a modern Western cop comically adrift in New York, but Siegel and Eastwood pruned it down, toughened it up and shot it quickly and cheaply with profitable results.

Malpaso was a clever operation and, even when Eastwood featured in a financial catastrophe, such as the ill-fated musical, *Paint Your Wagon*, Malpaso made a profit from renting Eastwood out to Paramount. Eastwood was becoming successful and doing good

work. In the enjoyable action picture with Richard Burton, *Where Eagles Dare*, he cut his own lines until he had almost nothing to say at all. As he admitted later: "I told the director: Burton has a magnificent voice. Let him do the talking. I'll do the killing."

But other unsatisfactory experiences convinced him that Malpaso had to assume complete control over his projects. From 1970, whether he received a producer's credit or not, Clint Eastwood was the unchallengeable boss. A major studio would provide the money, and Eastwood would develop the script, hire the director and star. He quickly built up a loyal team of technicians able to work swiftly and economically.

Control is no use if the films are unsuccessful. But his assumption of power coincided precisely with his nomination by *Life* magazine as the biggest star in the world. And he confirmed this decisively with the second crucial film of his career, *Dirty Harry*, which was also the most controversial, one that still divides movie critics.

Today's audiences are likely to consider that the most frightening attributes of Detective Harry Callahan are the size not so much of the 44 Magnum with which he blows away villains as of his 1971-model sideburns and collars. But at the time the film was considered shockingly violent and Callahan was denounced as a fascist, not least by the influential Pauline Kael of *The New Yorker*, who was to denounce him throughout his career.

Yet Harry Callahan, like his creator, was more of a romantic anarchist, the last in a long line of American individuals, far too idiosyncratic to submit to party political orthodoxy. Eastwood himself has been increasingly reluctant to make party political statements, and he has been creatively ambitious from the beginning. Actors such as Robert Redford and Burt Reynolds have subliminally sucked with the roles that brought them success. But Eastwood, having established himself in the mind of the public as the Man With No Name and the maverick police vigilante, used the creative freedom his success had earned him to play against his own image. In *Magnum Force* (1973) Callahan actually combats a fascist police vigilante force, in the sombre *Tightrope* (1984), the police detective is virtually indistinguishable from the psychotic killer he pursues. Eastwood's Westerns have maintained the epic quality of Sergio Leone but have abandoned his abstract amorality for an increasing sensitivity, which at worst can be sentimentality, about American history, the people of the West and the land itself.

Eastwood's domination over his own work has been unrelenting. When the respected director Phil Kaufman (later to direct *The Right Stuff*) disagreed with Eastwood over the style of *The Outlaw Josey Wales* he was fired after just a week of shooting. In general he has preferred to direct himself or to work with journeyman directors willing to submit to his control.

Problems in his private life

following his divorce, after 31 years of marriage, in 1984, seemed to coincide with a loss of artistic touch. He had weathered individual failures before. Now he made five films in a row that were either financial disappointments or outright disasters. His ambitious 1990 film *White Hunter, Black Heart*, about the making of *The African Queen*, cost £25 million to make and took just £1 million in receipts. His failed comedy, *Pink Cadillac*, suffered so badly that it was not even released in Britain, the country whose critics had stood by him more than any other. His attempt to imitate the hit violence of *Die Hard* and *Lethal Weapon* in *The Rookie* was just an embarrassment, and his co-starring with Charlie Sheen seemed a tacit admission that he was no longer an attraction to the crucial younger audience.

Unforgiven is heartening in its refusal to peddle for easy popularity. Rather, it is Eastwood's own mature meditation on a career, and particularly on the two films that made him who he is. The film is dedicated "To Sergio and Don", both now dead; its story, of a reformed killer returning to his old trade, is a moving act of reconciliation. In a setting that, as in all the best Westerns, is both realistic and mythic, Eastwood shows that notions of a killer or a vigilante lawman reforming society through violence are brutal nonsense. After seeing Eastwood fall while attempting to be cynically commercial, it is good to see him succeed once more by being true to himself. Dirty Harry and the Man With No Name would approve.

● *Unforgiven* is released in London on Friday, September 18.

When pulling power becomes rather a drag

My car is what Joe Besser used to call a "pulling car". (Actually he used to call cars like mine pulling motors, but I doubt whether the *Times* typesetters have access to those phonetic symbols without which the full glottalness of the stop he used to replace the t in "motor" is unrenderable.)

Joe Besser it was who taught me everything I knew about women. I say "knew" not because I've forgotten it all but because what I knew when I was 14 and still under Joe's tutelage turned out to be less than the truth. Two aspirin dropped secretly into a girl's Coke do not, I've found, act as an aphrodisiac second only to Spanish fly and nor is it true that stroking a girl's hips while you dance sends her limp with passion. Come to think of it, this would also explain Joe's cynomologically innocent description of the hips as an "erroneous zone".

But Joe was right on some things, or if not exactly right then convincing enough for the dud lessons he taught to have stayed with me. Cars, for instance.

I went through the standard automotive progression: the early hanger in the days when you could drive round to get an MOT for a fiver and for a fiver go along on the bus to pick it up, then the

sensible hatchback on HP, then the company car. And then when I went freelance again a few years ago and had to buy myself a new car I remembered Joe's theory of the pullingness of cars.

As I remember, there were a number of categories of pulling car. There was the souped-up hatchback, the Escort XR3i or whatever, which failed on three counts: a) it was a pretty coarse weapon in the pulling war b) I mean, juvenile or what? and c) show me a woman who doesn't know the easy put-down about a fast, noisy car being a sign of, shall we say, anatomical insubstantiality. There was the wacky car, the pink 2CV or the graffiti'd Beetle, which said I was a bit of a character, a card whose idea of a good time was acting out old Monty Python sketches over a small lager in the pub. And there was the big car. The big car said confident, relaxed, rich, stylish: these are all things I one day hope to be.

So I bought a Jaguar, a 1970s XJ6 which cost me £700, needed a new top end and came with an MOT which I swear was given by a mechanic who tested the integrity of the bodywork by tapping it with his white stick. Ten months later the brakes failed and I drove the Jag into the back of a transit van

PRIVATE LIFE

John Diamond no longer needs his cool car



and left it for scrap. But by that time I was calling myself a Jaguar man as if I'd once partnered Stirling Moss at Brands Hatch.

The car had failed to start so regularly and for so many different reasons that I knew its innards with my eyes closed. And so when I totalled the first Jag I bought another: this time a 1960 Mark II model in British Racing Green. Now I wasn't simply a big car

driver, I was a big classic car driver. Joe Besser didn't know about classic cars when we were 14: then they were just called bangers and dismantled for their parts, but had they existed then Joe would doubtless have classed them as the pullingest cars of all. I would walk women to the new car to give them a lift home and they'd say "Is this really yours?" which is all I ever wanted from any car.

I relished my role as a classic car driver. I spent a fortune on the Jag: new engine, power steering, the lot. But I maintained the leather trim and the walnut woodwork in its original shabby — cool — state. I turned into a classic car enthusiast and bought all the magazines. People would ask me about their cars, and I would give them answers: there is a man somewhere in London driving a Sunbeam Alpine on my recommendation. Or probably not driving it if it's in the garage as regularly as my girlfriend's 1960 Mercedes which I persuaded her would be a perfect companion to the Jag.

But something has changed. These past few weeks I've started looking with envy at new Rovers and Fords. I've become irritable with people who come and tap the window at lights to tell me what a great car I've got and with other

Mk II Jag owners who flash their headlights at me. Talk of magnificently engineered engine casings suddenly leaves me cold and when a man asked me the other day whether I knew how to repolish a generator I realised that not only had I forgotten, but that I didn't much mind having forgotten. I am not, it seems, a classic car man any more.

And I can't quite work out why. I'd like to believe it's because I have left childish things behind me or because I don't need a pulling car any more, having done all the pulling I will ever need to do. But then I don't think any man ever imagines he will never have to pull again even if the only woman he wants to pull is his wife.

I can't work it out, but nonetheless I have come to a decision. I am selling the Jag (which, I suppose, makes this the longest small ad ever to appear in *The Times*). I shall become a car owner rather than a classic car owner and I shall drive at sensible speeds in a sensible car. I shall use my natural charm for any pulling I have left to do, and I shall look ignorant and yawn when the conversation moves to tappet settings and camshaft grinding. I shall, in short, become an adult.

But I'm keeping the '62 Harley Davidson. Now that is a classic.

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The fastest but surely not the best

Cinema: Geoff Brown on Christopher Columbus — The Discovery, plus Les Amants du Pont Neuf, Bob Roberts, Housesitter, Immaculate Conception

The Salkinds' production Christopher Columbus — The Discovery (Odeon Leicester Square, PG) is the first ship to reach port in cinema's race to commemorate the man who discovered America. The film may not be the most seaworthy of vessels: the script springs a leak every few minutes, and the cast are an ill-sorted bunch. But here it is: three weeks ahead of Britain's unique contribution, Carry On Columbus, six weeks ahead of the Ridley Scott epic with Gérard Depardieu, which now bears the title 1492: Conquest of Paradise.

The Salkinds' Columbus is George Corraface, a French actor previously encountered in Peter Brooks's *The Mahabharata*, who leaps about with an easy grin and a mane of black hair: clearly a pin-up in waiting. Thanks to support from Quinto Centenario, Spain's state commission on Columbus matters, he sails to the New World in officially sanctioned replicas of the Niña, the Pinta and the Santa Maria. But with a sex-symbol explorer and a long-haired Tom Selleck as King Ferdinand, it is best to forget your history: the film, flabbiy directed by John Glen, is basically a throwback to when "Middle Ages" in a film meant Robert Taylor in chain mail.

Like the old-time escapades, Christopher Columbus has his showy cameo. Marion Brando appears as the Spanish Inquisition's Torquemada, a glowering black blob who tries to brand Columbus a heretic. Brando subsequently wangled his name removed in protest at the treatment of Indians: they are, indeed, given little dignity, and their Conquest is generally seen as a Good Thing. But what did Brando expect? There was neither the time nor talent, nor indeed inclination, to make this dull, silly film a responsi-

ble work of art. The way remains clear for Scott and Depardieu to give us a Columbus worth remembering.

There are ordinary movies such as Christopher Columbus, and there are movie movies: films so galvanised by the medium's magic that they soar far above reason and reality. Such is *Les Amants du Pont Neuf* (Lumière, 18), the third feature by Leos Carax, the devoted French chronicler of *amour fou* previously responsible for *Boy Meets Girl* and *Mauvais Sang*. *Les Amants* courted massive controversy long before its Paris opening. The production was shut down twice; producers came and went, struggling to control a budget inflated by the need to replicate the title bridge when the Paris landmark proved unobtainable. All for a wispy story about a bridge, two burns, and a middle-class girl on a bohemian spree before she goes blind.

'A throwback to when "Middle Ages" meant Robert Taylor in chain mail'

For the pricing, though, you get cinema of astonishing flamboyance. When Carax's young lovers join the

1989 Bicentennial celebrations, images pulsate with energy and light. Punk hero Alex (in Carax films he is always Alex, and always played by Denis Lavant) gives a frighteningly vivid fire-eating display; whenever Juliette Binoche, as his idol Michèle, cowers from the flames, we instinctively duck too. Then fireworks erupt. The bizarre, unkempt couple dance and steal a speed boat, water-skiing on the Seine. Mad love never looked madder than this.

Not all the film reaches fever pitch. Carax begins with grim realism, the hand-held camera mingling among down and outs, battered and dazed in police custody. But as the action shifts to Michel Vandensteyn's extraordinary Pont Neuf set (erected in a field near the Mediterranean), delirious artifice rules. The improbable story keeps pace, conjuring up images from



Melon lesson: Columbus (George Corraface, centre), explains his round-world theory in Christopher Columbus — The Discovery

cinema history, from the tramp and the blind girl of *City Lights* to the New Wave's hymns to anarchy, youth and Paris itself.

Bliss is not totally unconfined. At first we are swept away by Carax's visual delights, the unpredictable characters and a music track that swings gaily between African drumming, Arvo Pärt and a Kodály cello sonata. Once past the half-way point, aggravation begins to creep in: we surfeit on Carax's exuberant ways and obsession with characters whose affairs might touch us more if the scale were intimate. As things stand, our eyes are bewitched, not our hearts. But when mediocrity runs riot, cinema desperately needs its movie movies, and *Les Amants du Pont Neuf*, flaws and all, is the real McCoy.

Bob Roberts (Odeon Haymarket, 15) is another rarity: an American film that dares to tangle with political satire. Its shafts may be directed at familiar targets (America's New Right, the media circus,

the nasty ballyhoo of election campaigns), but when did they last receive a battering on mainstream celluloid? Actor-director Tim Robbins — young, tall and extremely talented — first devised the Roberts character in a short television film for *Saturday Night Live*. Now this menacing manipulator and folksinging idol is seen running for the Senate on a Far Right ticket, strumming ditties such as "Drugs Stink", honing his bland persona while blasting opponents with mud.

Robbins' film takes the form of a BBC TV documentary exploring the Roberts phenomenon: a weak, unhelpful device. But he packs each scene with enough acid observations to make amends. Roberts seems to have learned much from his time with Robert Altman on *The Player*: the camera swirls, dialogue and gags tumble forth, major players appear in small parts. The most striking turn, though,

comes from the novelist Gore Vidal, infinitely amusing as the elegant, patrician incumbent Senator, a sitting target for the Roberts venom.

Robbins fills Roberts's shoes with ease, though his decision to keep the candidate forever on parade restricts the character to caricature. The same goes for Alan Rickman's odious campaign adviser and Giancarlo Esposito's radical journalist, who nearly derails Roberts's progress. This is a film of broad strokes and obvious points: but its mischievous gusto makes you want to clap hands.

For *Housesitter* (Plaza, PG) the arms stay folded, even though Steve Martin is up on the screen, tripping over furniture, making love in a fireplace, and putting his face through exquisite contortions before singing an Irish lullaby. The trouble lies with a silly script, lackadaisical direction, and Goldie Hawn.

Hawn plays a congenial fantasist who moves into architect Steve Martin's dream house (originally

built for his childhood sweetheart) and poses as his new wife. Aside from her supposed wacky charm, we must contend with the unsympathetic spectacle of our stars manipulating the good citizens of Dobbs Mill, New England, a town obviously built by Norman Rockwell. Bright moments do exist, but director Frank Oz only spotlights the gloom.

Finally, we dash to Pakistan, where *Immaculate Conception* (MGM Shaftesbury Avenue, 15) tells of a childless Western couple who convert to Islam in a quest for fertility. There is more, much more, to Jamil Dehlavi's film, pointedly set in the year of the *Satanic Verses* uproar. The pity is that his mosaic of short scenes leaves us aloof from the issues, the cultures and beliefs that trip up James Wilby, Melissa Leo and Shabana Azmi. Dehlavi, best known for *Blood of Hussain*, is clearly an intelligent filmmaker, but be warned: this is two hours with little dramatic meat.

Theatre: Sam Mendes, artistic director of the reopening Donmar Warehouse in London, talks to Simon Tait

Set to blossom anew in the Garden

Next month the Donmar Warehouse, that adaptable performance space in Covent Garden, reopens its doors, and British theatre's *Wunderkind* director, Sam Mendes, is artistic director. His first venture is the British premiere of a Sondheim musical, and it also promises to become a "workbench" for the West End.

Assassins is "about the seamy underbelly of the American dream" — had the misfortune to open on Broadway the week the Gulf War started, and never recovered. Mendes directs and it opens on October 29 at a cost of £90,000, with the help of an anonymous donor (rumoured to be Cameron Mackintosh). A West End transfer is unlikely: there are no stars, and the 12-week run may be its only London showing.

After that there's Mendes's staging of *Richard III*, the Royal Shakespeare Company's touring production with Simon Russell-Beale. Later comes a revival of Brian Friel's *Translations*.

Mendes's rise is well-charted, from Chichester tenets four years ago to the National now with *The Rise and Fall of Little Voice*, which will get a West End transfer. At 27 he has already worked with many of his own heroes, such as Russell-Beale, Derek Jacobi and Judi Dench. Mendes will bring late night cabaret back to the Donmar. "We're in the

middle of Covent Garden and I don't see why, when everything else is open, we shouldn't be offering something. This would be an absolutely choice venue for the best comedians." There will be no Sunday opening, however.

"We've got a lot of good will, and we will have a close relationship with the West End," he says. "We're both the fringe, because of our size, and West End because of where we are. I think we can be the West End's studio, and a workbench for theatre which isn't necessarily for the West End."

The Donmar, in Earham Street, was a brewery warehouse, with drays stabled where the stage is, until Donald Alberly and Margot Fonteyn turned it into a rehearsal studio for dance and drama in the 1960s. It was the RSC's try-out space in the company's years based at the Aldwych, and then a studio theatre. In 1989 it closed, shortly after being sold to Maybox.

Two years ago Mendes walked past and decided he wanted it. Michael Codron put him on to Maybox, who had all but hired Michael Attenborough as artistic director when Attenborough joined the RSC. Mendes's timing, again, was perfect.

Caro Newling, the former RSC press officer, is the administrator for what is now formally called the "Donmar Warehouse at Thomas Neale's", because it is integral

to a new shopping and residential development — with lifts between the shops, restaurants and auditorium. Newling has devised a clever funding arrangement. Donmar, a registered charity, becomes a producing house putting on four productions a year, and these will alternate with four visiting shows. Its rent is being paid by the Thomas Neale developers for five years, but individual sponsorship will be needed for

the productions. Equity and the Musicians' Union have agreed that performers will be paid provincial rates, keeping seat prices down to £19 and £12.

Renton Howard Wood Levin, the architect, has designed a large wooden apron stage, with suspended balconies so that there is no restricted vision for any of the 234 seats (14 more than before) or 20 standing positions. Backstage are two large dressing

rooms. More space has been contrived from house, too, with two bars. The whole project has cost £1.2 million.

But why has Mendes, who presumably can have the pick of National or RSC productions, tied himself to a studio? "I wasn't going to spend the next 15 or 20 years treading water, waiting. I want something in which I can build and accumulate a sense of my own work, and this place is very special," he says.

TELEVISION REVIEW

Britain must come clean

Events in Ciskei this week are only the latest demonstration that all conflict produces dismal excesses, the difference in modern times being that massacre now comes live on the television news. Light was less easily shed half a century ago in the jungles of what was then Malaya, where newsreel cameras arrived after the event to record a version of events pre-empted by the authorities.

Last night *Inside Story* returned to BBC1 for its autumn season with *In Cold Blood*, an examination of what happened at Batang Kali on the night of December 12, 1948, a few months after the start of the "Malayan emer-

gency" which was to last until 1960. The nature of this emergency, a guerrilla war, was that Chinese terrorists, to whom the British had given gongs for their help in ridding Malaya of the Japanese in the second world war, had turned out to be inconveniently unbiased. They hated the British colonisers as much as they had hated the invading Japanese.

So young men of 18, on National Service, were sent to a place of which they knew little, to fight communists in an environment of which they knew nothing. At Batang Kali, a Scots Guards platoon went to a village, stayed one night, shot 24 men and burned down the houses. *The Times* announced this as "Forces success in Malaya". The newsreels announced: "24 bandits killed".

The thesis last night was not new: that these were not bandits, but innocent villagers. The victims were shot (many in the back) not by soldiers who ambushed them as they ran away (official version), but by soldiers who walked in and massacred them.

In 1970, Denis Healey, then defence secretary, passed files on the case to Scotland Yard after an exposé in *The People*, which was co-tailing a fashion for massacre investigation following the My Lai killings in Vietnam. The Yard was about to send a team to Malaya, by then Malaysia, when Labour lost the June election. In July, the new attorney-general told the Commons there was "no reasonable likelihood of obtaining sufficient evidence to warrant criminal prosecution".

A cover-up? Perhaps. *Inside Story* came up with one vital new angle. It obtained some defence ministry files, in

which statements taken by the Yard team from several soldiers show that the victims were neither armed nor running away. At least one soldier, ordered to shoot, fired into the ground. This evidence existed at the time of the Commons statement.

I spent the first half of the 1980s based in Singapore and across the causeway in Malaysia, met plenty of people who thought Batang Kali was a massacre and none who did not. *Inside Story* took back to the area three soldiers who were in the mopping-up operation after the shootings; they returned sad, but unconvinced that their colleagues could do such a thing.

I believe they could, but whatever they did needs context. In Malaya, as in Vietnam, villagers could not be neutral. At the least, they supplied terrorists with food because if they did not, the terrorists would kill them. If they did, the British would kill them. To be "neutral" in a guerrilla war is the worst plight known to man.

Batang Kali was a long time ago, but here we met villagers who watched their relatives killed and they are angry still. If it is true that the 1970 election ended the investigation, the present Conservative regime has a special obligation to open the files and tell us the truth, whatever it is.

Malaya was our richest colony. Its successor, Malaysia, is an ally, if not a model democracy. Batang Kali is owed evidence that Britain does not shoot unarmed people and that if its soldiers have, they are called to account. Otherwise, where is our moral right to condemn Ciskei?

PETER BARNARD

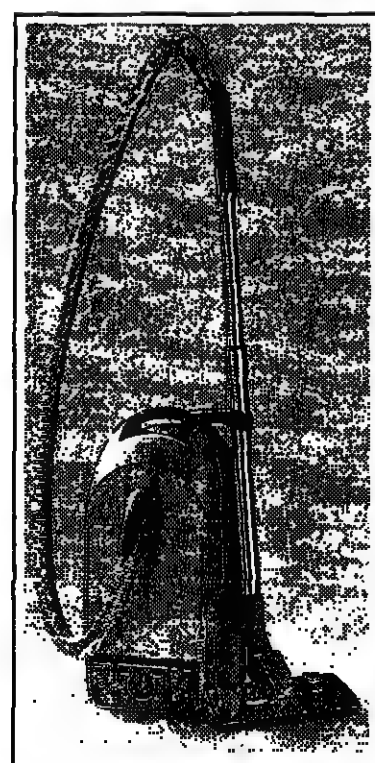


Sam Mendes at the new Donmar Warehouse

More vivacity would have been welcome in Brahms's Symphony No 2, where a pleasing gentleness that Ashkenazy gave to the first movement declined into slackness in an Adagio that almost fell apart. So familiar a work needs more than just getting around the notes.

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ROYAL OPERA HOUSE

Politics of the omelette

There are questions in which the century has rubbed our noses yet which we as intelligent beings in the civilised world have demonstrated a startling ability to relegate or even ignore. In Hannah Arendt's work, political philosophy comes down from the ivory tower and enters the gates of the concentration camps and gulags, confronting the dictators, henchmen and silent masses who made them possible.

Her re-evaluation of politics proceeds from the terrifying challenges of the modern age. How could advanced societies accept mass killings in their midst? What are we to make of our highly valued personal morality if it breaks down into accepted barbarism in the conditions of dictatorship? In other words, what makes totalitarianism, whether of the right or the left, possible, and how can it be repelled?

Her conclusion was that developed society had an insufficient understanding of political processes, distorted by the twin forces of fatalism which led people to underestimate their capacity for action, and hubris which led them to believe that the constructs of their minds could reshape the world.

She brilliantly deconstructs the "unnatural growth of the natural" — that is, the precedence given to the so-called "irresistible forces of history" in both fascism and communism. She does the same to the notion, expressed by Marx but latent in much liberal thought, that politics is the magnified reflection of *homo faber* "making" a better world, rather than the more modest goal of imposing limited stability on a lawless society.

Arendt was a witty and personable writer: she memorably explored the ideological background to Stalin's dictum about not being able to make an omelette without breaking eggs with an essay called "The Eggs Speak Up" (*Homo Faber* strikes again). A collection of essays and extracts for the general reader is long overdue.

Arendt sought answers unashamed by the scale of her undertaking and exhibited a hearty disregard for conventional alliances. Though she was for a long time the lover of Heidegger, the Nazi philosopher, she judged that his isolation had incapacitated his political judgment and that, like Thales, he had fallen down a well and made a fool of himself.

Her work weaves a web of interconnecting ideas across the decades and ranges between disciplines and

methodologies which her fans (like Canovan) consider make her brilliant but difficult. Arendt's detractors (notably George Kateb) see this as proof of her diffuse thought and maverick beliefs.

This is a perfectly respectable row for academics to be having, but it has had the unnecessary side-effect of obscuring the ideas themselves. It is therefore a relief to come across a straightforward book on her views and rewarding to reassess them in this newly disordered world. She did not live to see the fall of communism in the Soviet Union and its satellites, or the subsequent emergence of violent nationalism, but her work encompasses such eventualities. The immobility of the Cold War frustrated her — unlike many more short-sighted theorists, she never lost her belief that changes would recur, including the destruction of institutions as mighty as the communist party or even borders and states themselves.

Canovan's prose style is not always felicitous — she tends to repetition and solecisms, at one point breaking into unintentional synaesthesia to warn that "the reek from this intellectual battlefield can easily obscure the view". A more fundamental criticism is that she poses the core philosophical question about Arendt's work only in the closing lines of the book and shies away from attempting a proper answer. If, as she contended, her web of thought had *The Origins of Totalitarianism* at its centre, how do the rest of her works stand in the light of the flaws, contradictions and uncertainties contained in that ambitious but highly questionable book? To answer, as does the author, that "her importance as a political thinker (does not) depend on the acceptability of her story of modernity" is to take an anti-systematic view, which in turn requires thorough defence against charges of incoherence.

We are left with the old chestnut: whether the exposition of phenomena such as totalitarianism, however convincing, can lead us to a valid definition of the phenomena themselves. The response to this question will determine whether we consider Arendt a gifted but transient commentator on the 20th century or something more. This book has done valuable spade work in re-examining the breadth of her thinking; but it will take a braver study to evaluate her lasting position within the canon of modern political philosophy.

Anna McElvoy is *Moscow correspondent of The Times*

Anne McElvoy

HANNAH ARENDT
A reinterpretation of her political thought
By Margaret Canovan
Cambridge, £35



Arendt: Heidegger's lover

Lord of cyberspace

Bryan Appleyard

VIRTUAL WORLDS
A Journey in Hype and Hyperreality
By Benjamin Woolley
Blackwell, £16.99

Virtual reality is the latest phrase from the computer business to hang around in the mind like a bad tune. It most obviously evokes the image of a man blundering about in a wired helmet and glove set, an insensate fool in this world but a great warrior or explorer in the simulation generated by the computer into which he is plugged.

On the face of it this extension into the tactile and the three-dimensional of the ordinary computer game is a simple enough development. It is merely another excuse for the low-cost oriental economies to strip us of our wealth while keeping us in a condition of maximum, pea-brained passivity. But VR has implications, meanings and significance. It advertises a new understanding of what computers can do and what they may be for and it threatens to downgrade ordinary reality as the most desirable setting for human life.

Benjamin Woolley's book, therefore, is only briefly about the arcade-game aspects of VR. His main concern is reality itself, so if this book frequently creaks alarmingly with over-ambition, it is, perhaps, understandable. Anyway, I like over-ambition.

Woolley opens with some sceptical reportage of the recent routinely outrageous and incoherent claims of the deranged products of the American campuses. Even Timothy Leary has re-emerged among this mob as a new prophet of VR. More important is the place of VR in Woolley's ensuing history of computing. Part of our problem with computers is our persistent anthropomorphism. From the beginning we have spoken of electronic "brains", and the dream or nightmare has always been of a computer that "thinks" for itself. Such a goal may be neither possible nor useful; if the plot of *Terminator 2* is anything to go by, it might also be apocalyptically dangerous. More appropriate is to go with the grain of a computer's nature, rather than to hope dimly that it may mimic our own.

VR follows the computing grain. A computer is a virtual machine in that it can be what you want it to be — as inert hardware it is "virtually" a word processor, calculator or whatever. All this virtuality is based upon the sheer persistence of the thing in crunching numbers and then displaying the results in the bizarre and arbitrary forms demanded by humans. The effectiveness arises from the extent to which so much of our world does appear to be reducible to numbers.

To see this operation not as an embryonic brain, but as a new, autonomous realm, the realm of VR, is to switch the emphasis from computers as pals to computers as super-effective, possibly ultimately effective tools. The point is to interact with the world defined by the electronics. This is the world now known as cyberspace and which has provided sharp, media philoso-



Fantasy figure: Twiggy by Ronald Traeger, British Vogue, July 1967. From *Appearances: Fashion Photography since 1945* by Martin Harrison, published next week by Jonathan Cape at £19.99

phers with an infinity of material for speculation about its reality or otherwise.

At this point it is scarcely possible to avoid the sidestep into philosophy and art. Woolley is not entirely convincing in this area, perhaps because he is not sure how much to believe. He tries, for example, to fit modernism into the cyberspace-virtuality idea of the computerised text without an author. Le Corbusier and James Joyce, he says, "heroically denied themselves their traditional authorial role", a remark that will bewilder anybody familiar with the egotistic authoritarianism of both those artists. Woolley is confused by the modernists' aesthetic revulsion against the romantic ego.

With the postmodernists he is on

safer ground. Just as VR allows you to construct your own novel from a variety of possibilities on a database, postmodernist architecture suggests you can "read" buildings any way you might wish by dipping in and out of its range of references. Finally Woolley concludes his case for the placing of VR within a wider intellectual development with a lucid jog through quantum mechanics and the Gaia hypothesis.

The message is that reality is at stake, the reality of the Enlightenment is no longer adequate or convincing and we must look to a new version to form our world. Woolley's conclusion is not the hard postmodernist or virtual realist view that reality has gone for good and good riddance, but rather that

it has been shown to be in the "abstract domain revealed by mathematics and computation".

This is lame and insufficiently sceptical. Woolley has allowed the word "reality" to be abused and diminished. It is just as meaningless to find reality in computers and maths as to claim it is dead. The point is that something lives on outside those realms and it feels suspiciously like what used to be known as the real me bumping into a real world. Of course those terms have shifted and need new definitions, all of which is well documented here. But what is most interesting is what is not changed or, more pointedly, what does not want to be changed by the neophilic fantasies of Silicon Valley.

Alone with a mole

Matthew Parris

NOW YOU KNOW
By Michael Frayn
Viking, £14.99

Sudden shafts of cheeky wit illuminate all Frayn's work. Whether the insight is serious or comic, personal or observed through the eyes of another, that quality of apt impertinence shines through. It is almost his hallmark. Judged by *Now You Know*, the talent does not wane.

Serious, this novel, or comic? It is undeniably light, but too sharp to be wholly an entertainment and too harsh to be entirely enjoyable. The story is of a few cataclysmic weeks in the life of the office of a freedom of information campaigner. The campaign revolves around one man, Terry: a single-minded activist.

Well, almost single-minded. Terry is something of an office Lotherio. The freedom of information gets a bit close to home. The action builds towards a ruinous denouement, triggered by the defection from the Home Office of a female civil servant who, with the seal of a convert, pushes investigations a mile too far. We realise that there is hardly a soul in the building whose personal files, so to speak, do not invite disclosure. Official secrets these campaigners may oppose but unofficial secrets rule their lives. Freedom of information stops at the office door.

It is really a short story, and a very good one. Frayn spins it into a novel by writing it as a play. Every character gives his own version of events. Only the *dramatis personae* appear in this book, each speaking for himself as the action progresses. The novel is thus constructed from a series of time-continuous, on-the-spot reports, as each player in turn offers us an account of the unfolding story. It becomes a play without stage directions or even direct dialogue, with player after player stepping forward onto the stage apron and taking the audience into their confidence with a personal soliloquy. We see it through their eyes, all their eyes. There is no independent narrator, no apparent authorial presence.

Does it work? I am unsure. Somerset Maugham remarked, sharply of Chekhov, that "a slice of life", if that were really all a story was, would not make good fiction; that all fiction is a contrivance devised by its author and that it is only a question of whether you own up to it. I agree with Maugham. I am never quite convinced by authors who pretend they aren't there.

But authors aren't there, you may say, on a stage — only the actors are — yet dramatic performances do work. Yes, but on a stage actors themselves can get inside the characters they play, doing half the playwright's work for him, making their own flesh-and-blood link with their audience and establishing themselves. It is harder to leap out of the pages of a book and novelists who affect this style are in danger of seeming clever rather than illuminating. Frayn is rescued by the fact that he is so consistently clever that it is almost enough.

Almost. But I should not think any the less of him if he would do the decent thing, stand over my shoulder, and introduce me to his characters: tell me a little about them: comment, even — or admit to commenting. As a reader it is nice to know somebody in a novel, to feel a special intimacy with someone, be it the author or (which may amount to the same) the author's favourite character.

In *Now You Know*, and with a good deal of Frayn's work, I have the eerie feeling that he has walked out of the room and left me alone with his characters. And I don't like it. Here is a troupe of people I don't know and don't especially care for; they hit me with their separate versions of events; and there is nobody to take me by the arm and explain who is good and who is bad, and what it all means. I want to be on somebody's side!

One ends up by chucking at some candid snapshots, shuddering at more than a couple of observations, yet wondering what they add up to, and rather disliking the overall picture. A bit like life, really; and who wants to read about that?

Clay with high blood pressure; the flats where he lives are under threat of demolition. Clay responds by throwing himself into a series of picaresque adventures, strung together so loosely that it is sometimes hard to get your bearings. In between adventures, he finds time for a spot of confusing identity-hopping and the odd rumination on time and the inevitability of death. Torrington's satirical tone ranges from mere sarcasm to subtler irony. Some of his puns fall flat ("We had sigh-ins. She'd forced me to become fluent in Sighmese"). Other figures of speech are startling and original ("a Degas bather washing the varnish of classicism from her body"). Torrington can manipulate words impressively within the context of a single paragraph or sentence. But *Swing Hammer Swing!* is too over-written to sustain itself for 400 pages.

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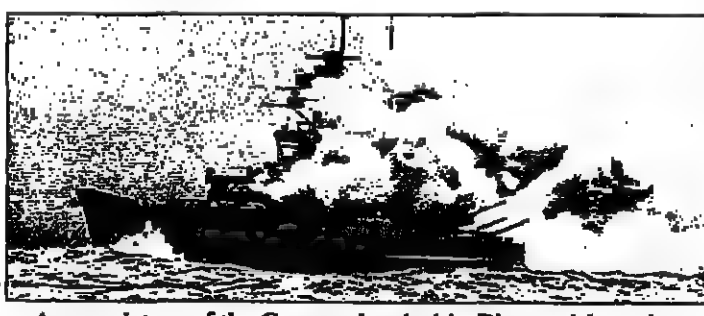
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THE TIMES

Sea monsters



A rare picture of the German battleship Bismarck in action

Tom Pocock

HITLER'S
BATTLESHIPS
By Edwyn Gray
Leo Cooper, £17.50

was threatened as much by the rival demands of U-boats for shipways, steel, fuel and manpower as by British attack. Although the leviathans of "Plan Z" were never completed, the *Kriegsmarine* had

some magnificent ships, which proved hard to sink. They achieved a few spectacular successes, such as the destruction of the huge British battle cruiser *Hood* and the aircraft carrier *Glorious*, and the dash up-Channel by the *Scharnhorst* and *Gneisenau* in daylight under the guns of Dover. Yet, despite this, they were an expensive failure; submarines achieved far more.

However, that old strategic play "the fleet in being" — even if that was only a single battleship — dominated minds at the Admiralty

in London. Indeed it was an imagined threat from the *Tirpitz* that led directly to the destruction of convoy PQ-17 to Russia by U-boats and aircraft.

Edwyn Gray tells the familiar stories with pace and style but there is little evidence of original research. The author makes only brief references to Ultra code-breaking from 1942, whereas the interception of German naval signals assumed its proper importance to the British from the moment the loss of the *Glorious* in June, 1940, forced the Admiralty to take it seriously. There are still many survivors of those campaigns, whether on the bridge of a British or German battleship or among the code-breakers of Bletchley Park, or its opponent, the *Funkbeobachtungsdienst*, and the narrative would have benefited from interviews with some.

The author shows admiration for the determination of the German battleship admirals, captains and ships' companies, which can be shared. Their British enemies could draw on centuries of tradition, whereas they had some from the Kaiser's High Seas Fleet, but otherwise were making it whenever they put to sea.

In the Gorbals confessional

Lucasta Miller

ROLLING
By Thomas Healy
Polygon, £7.95 pbk original
SWING HAMMER
SWING!
By Jeff Torrington
Secker & Warburg, £7.99

admit that he needs other people. The journey to London marks the beginning of a rootless existence, and the rest of the novel follows Michael into his forties, as he drifts through a series of unskilled jobs and brutish sexual encounters into a self-destructive vortex of alcoholic binges and blackouts, whose grotesque physical effects are described with uncompromising realism. The same fraudulent machismo which started him drinking prevents Michael from building relationships or communicating his feelings. But after repeated attempts to escape — to Spain, to Germany, even Australia — he finds himself back in Glasgow, where he begins to uncover his latent capacity for self-expression by writing and

publishing stories. At the end of the book, we are left with a tentative sense of hope.

Thomas Healy puts so little ironic distance between himself and his narrator-protagonist that it is tempting to read his novel as straight autobiography. The book contains little overt analysis of Michael's personality but, im-

plicitly, his psychology is convincingly complex. Healy's idiosyncratic style — short sentences, jerky quirks of syntax, few adjectives — and his spare, laconic language makes Michael's voice plausible.

Swing Hammer Swing! is also set in the Gorbals and is likewise narrated in the first person, but it is far more artful. Jeff Torrington is less interested in constructing a three-dimensional personality for his hero than in his own verbal dexterity. This is a novel where plot and character are subordinated to stylistic effects.

It is nearly Christmas, and Thomas Clay, an unpublished writer with little desire to conform to his in-laws' petty bourgeois ideal, is adrift. His wife is prematurely incarcerated in the maternity hospi-

New

Fly the of

New fictions, stranger than truth

Sri Lankan-born Michael Ondaatje has set his tale of death, disillusionment and desire in the ruins of postwar Italy. Christina Koning enjoys his romanticism

A stylishly written, well-researched book on a serious theme, with an international cast of characters, a series of exotic locations and a historical setting: Michael Ondaatje's new novel might almost have been written with the Booker shortlist in mind. Despite this, it is also a good book. Set in Italy in the immediate aftermath of the second world war, it focuses on the relationships between four people holed up, for reasons of their own, in a ruined Florentine villa converted to use as a hospital by the allies and now abandoned. For these four, like most of the rest of Europe, the cataclysm has happened: they are among the ruins.

At the centre of this apocalyptic tableau is the enigmatic figure of the "English patient" — a nameless man, so badly burned he is unrecognisable, whose identity can be glimpsed only through the fragmentary notes in a journal which has survived the plane crash in which he received his injuries, or through occasional flashes of memory. He is a blank, on to which others project their fantasies of who he is, or might be. For Hana, the young Canadian nurse who has remained behind to care for him after the evacuation of allied forces from the area, he is a surrogate father. She tends his terrible wounds — which, like those of the Fisher King in the Grail legend, never seem to heal — and reads to him from Kipling.

While the dying man mutters his incoherent tales of love and betrayal, Hana moons around the villa, visiting the "destroyed chapel" and the ruined library, and waiting, like Mariana in the Moated Grange, for her knight to appear. She does not have long to wait. First the exotically named Daniel Caravaggio, a cynical, middle-aged Sicilian, turns up out of the blue; then Sir Galahad, in the person of the young Indian, bomb-disposal expert, Kirpal Singh (whose Kiplingesque nickname, "Kip", suggests his divided loyalties) arrives on his motor bike. After watching the masterful way he diffuses a bomb, Hana, unsurprisingly enough, falls in love with him. He tolerates her attentions, but seems more interested in deciphering the enigma of the nameless Englishman, who might perhaps turn out to be the father he, too, is seeking.

THE ENGLISH PATIENT

By Michael Ondaatje
Bloomsbury, £14.99

What follows is a kind of debate between the Old World, as personified by the mysterious and possibly corrupt Englishman and the vengeful, untrustworthy Caravaggio, and the New, as represented by Hana and her lover. What has brought these four together is the war, which has also deracinated them. Caravaggio, who has been tortured by the Nazis, feels that this experience has destroyed his identity. Kip, it emerges, has also broken with the past, turning his back on his Indian heritage to embrace an idealised image of British culture in its stead. His moment of disillusionment comes near the end of the novel. Hana, too, discovers what has been apparent to Ondaatje's readers from the beginning: that European civilisation is moribund and morally bankrupt; the future is elsewhere.

Put like that, Ondaatje's argument has a somewhat unforgiving ring. There is even a touch of cliché about the opposition between the decadent Old World and the incorruptible New, on which his book is predicated. Fortunately, however, there is more subtlety to his presentation of the two opposing cultures, so that, whatever the book's underlying message, its sympathies seem to be as divided as those of its characters.

The descriptions of war-damaged Italy with its bombed-out medieval churches and Renaissance altarpieces salvaged from the wreckage, are eloquently done, as are the passages dealing with wartime England, where Kip first learns his deadly trade under the watchful eye of another "father", the eccentric aristocrat, Lord Suffolk. But it is in his depiction of the other face of empire — its pacific rather than its warlike aspect — that Ondaatje betrays his fascination with, and grudging admiration for, the colonial past.

The Englishman, it emerges, was once an explorer, charting the trackless wastes of the Sahara in his Gypsy Moth and bringing back tales of previously unseen marvels (unseen by any white man, that is, the author comments dryly) for the



The Canadian Michael Ondaatje spent eight years on *The English Patient*. His story begins in the Villa San Girolamo in Tuscany, but also encompasses North Africa

detection of his colleagues at the Royal Geographical Society.

Ondaatje evokes this world of *Boy's Own Paper* heroism and adulterous liaisons under the desert moon with an almost romantic relish. And, indeed, there is an element of heroic exaggeration, of legend, about this section of the novel, written (unlike the framing narrative) in the past tense. It is as if the English patient (who may not be an Englishman after all) were uncertain whether the events described — the love affair with his best friend's wife and his subsequent betrayal of her — had ever happened, or were not merely something he had once read.

For Ondaatje's virtuous young hero, Kip, such ambiguities are all part of the treachery of the white man's world, against which his Indian nationalist brother has warned him, and against which he must now declare his allegiance. The dropping of the atomic bomb in August 1945 is the cataclysmic event which finally opens his eyes to the true nature of the civilisation which he has admired so much, establishing once and for all the gulf between western culture and his own. In an access of rage and grief, he leaves the villa, never to return — except, as the novel's elegiac coda suggests, in memory.

Rose Tremain's *Sacred Country* reads like a novel written by a magic realist, who doesn't believe in magic. Its characters long for miracles, but their lives are bounded by the ordinary rules of existence in a precisely located Suffolk village, and rooted in particular occupations — farming, cleaning, dentistry, butchering. Their sacred country is the no man's land between dreams and reality, longing and fulfillment, or even between madness and sanity.

But the book is not set in some wasteland of the soul, despite an epigraph from "The Hollow Men": nor is the only escape spiritual, despite an equally misleading epigraph from St John of the Cross. Tremain's novel is altogether jauntier, more various and energetic than these quotations imply.

If I had to suggest another epigraph, it might be MacNeice's "World is sadder than we fancy it". For one of the themes of this novel is that, as the heroine of *Sacred Country* puts it, "We live on the planet of the unexpected." Here, a surprising hope comes even from the limitations of human imagination, desire, and understanding: though rules may bound our existence, there is always the strong probability that we have not understood them correctly. All inventions, all future scientific discoveries, are unforeseeable, just as happiness cannot be envisaged from the depths of despair.

In *Sacred Country* earth-bound miracles do happen, lives are transformed, and many of the characters achieve an unforeseeable happiness. But the distinctly upbeat ending of the novel is too unsentimental to be described as "heart-warming". Tremain never forgets the other side of the coin. Transformations can be irreversible, and are not necessarily kindly. For Mary Ward, the sacred country is a hinterland between the sexes. At six years old, she decides, or realises, that she is not a girl. She is a boy trapped in a girl's body. This revelation comes to her on February 15th 1952, in a potato field, where she and her family gather in wet snow to observe a two minute silence in honour of the dead king. The setting is precise, earthbound; but there are private impressions of perception. Sonny Ward, Mary's father, is in his usual state of rage, this time partly because the minute hand on his watch is missing, and he is not sure when to start the silence; Estelle, her mother, is remembering the

Caroline Moore is bewitched by Rose Tremain's powerful legend of a girl who decides she is a boy



SACRED COUNTRY
By Rose Tremain
Stclair-Stevenson, £14.99

"grotesque" shock of sewing a hunk of her hair to some parachute silk, "like a crime against herself", and inadvertently remarks out loud that she will make flapjacks for tea. Timmy, her backward little brother, is unlearning his boots and sticking his feet in the mud. This unsynchronised plurality is comic and pathetic. To be out of kilter with the world may lead to new ways of seeing time, to madness, to hopelessness, or, as it does with Mary, to "a strange feeling of exultation, as if something were about to happen to her that had never happened to anybody in the history of Suffolk or the world".

Mary lives in expectation of becoming a boy; but her expectations are not romantically imaginative. In the potato field, she is unable to imagine the dead king except as a postage stamp; at school, she has a passion for geography and natural history, rather than English composition. She likes rules, and despises her dancing mistress for teaching only free expression in dance lessons; she wants a "neat and tidy" grave for her brother, whom she tries to kill with insect spray. When she takes up magic to impress a girl she loves at school, her conjuring is

illusionism governed by equally strict rules. She won't accept papier-mâché knives for her seven-word trick, in which her brother is to be "victim": only real danger will do. Her faith in miracles constructs its own creed around a dictionary of inventions; if inventions are unimaginable beforehand, a time will come when "you could invent yourself and surprise everyone with your discovery".

In this she is right, though it takes decades before the surgeons can turn her into a man. Even then, as Martin Ward, happiness does not come from the direction he expects. In a way, he ends where she began, labouring in fields on a farm. But the farm is in Tennessee; and from there he can recognise in retrospect that his homeland and childhood may be transfigured by memory into a sacred country.

Mary has a startling but pragmatic imagination: her mother, Estelle, becomes locked in madness because of a "faulty imagination", when she no longer loves her husband. Such loss is irreversible: just as her husband, Sonny, is irreparably damaged in the war, and locked into his deaf rage.

Walter Loomis has a vision of escape: for him, Nashville is the Promised Land. Walter is the last in line of a long-established family of butchers, who are all haunted by the voice of the founder of the business, Arthur Loomis. (This is one of the few touches of the fantastic in the novel, whose captivating strangeness does not usually bend the rules, but reads between the lines.) His dream is to become a hillbilly singer; for a time, it seems as though his life is to be one of hopeless longing, and of unrequited love for a smugly limited girl called Sandra. But when Walter's dreams of Arthur Loomis leave a stench of decay in his bedroom, the stench turns out to be that of Walter's rotting teeth, and there is, after all, a cure not only for that but also for his misery.

These are only some of the lives in this remarkable novel, which manages to combine bleakness and richness in its vision, and in which a racing imagination, and powerfully poetic metaphors are employed with superb restraint. Mary Ward is told by a psychiatrist that she has a "special status" because she will have seen the world from "two different perspectives". This is what *Sacred Country* enables us to do: we see the world as both fresh and familiar. It is the product of a truly original mind, whose inventions are magically unforeseeable.

Even tabloids have noticed Jeanette Winterson's roman à clef. Daniel Johnson can stomach her body language but finds plot, characters and prose indigestible

Jeanette Winterson's short but dense fifth novel seems to be intended as a rehabilitation of the novel's oldest theme: a modern love story composed in the manner of the Song of Songs. Well, Solomon it isn't. Winterson devotes half her 190 pages to the aftermath of the affair that matters and much of the rest is taken up with the recitation of a series of earlier abortive liaisons. This apologia for adultery is peppered with bitter gibes against marriage; children do not exist in this joyless world. *Written on the Body* is not so much postmodern as postcoital.

The narrator looks back on her affair with Louise, an Australian redhead who requites her love, whom she then renounces to save her life, and for whom she finally embarks on a futile search. The chronicle of this inconclusive tale is anonymous, indignant, promiscuous and, having no visible means of support, is given a suitably vague occupation as a translator. Various hints are dropped that make her femininity at least implicit; her love, which in this book has no name, could only be lesbian.

The line that is known about this narrator does not explain her seductiveness: "I don't lack self-confidence, but I'm not beautiful, that is a word reserved for very few people, people such as Louise herself. I told her this." Louise replies: "You can't see what I can see." She stroked my face. "You are a pool of water where light plays." Gratifying but unhelpful to the reader who can't see what Louise sees in her either.

Like Winterson herself, the narrator claims to spend most of her



WRITTEN ON THE BODY
By Jeanette Winterson
Jonathan Cape, £13.99

time working in the British Library, but the only scene which takes place there ends with her reader's pass being confiscated by ogre-like male librarians who bear little resemblance to any of the BL staff I have encountered. All the men in the book are odious caricatures, which would matter less if most of the women were not caricatures too, albeit slightly less savage ones.

The acid sense of humour which

Winterson often brings to her lampooning deserts her in the case of Elgin, sadistic husband of the glamorous and tragic Louise. He is the product of an orthodox Jewish family, a Thirties semi in Stamford Hill and a (non-Jewish) "Independent school" (if she knew Stamford Hill better she would realise that this combination is untypical and that it is a Victorian suburb, not a Thirties one). Elgin is supposed to be a cancer specialist who, having blackmailed the narrator into leaving Louise — otherwise he will not treat her leukaemia — betrays them both.

At this point the plot hinges on Elgin's thwarted ambition. Louise's mother is under the impression that, but for the fact that her daughter has divorced him, "Elgin was to be in the civil list this year." When the full extent of Elgin's callousness towards Louise dawns on her, the narrator asks him: "It didn't have anything to do with the Civil List did it?" Elgin blushes, whereupon the narrator smashes his jaw. Do none of these characters know the difference between the civil list and the honours list?

Almost the only one of her many lovers whom the narrator does not introduce with the incantation "I had a girlfriend/boyfriend once" is Louise. It is her body, and the narrator's fixation on its organic dissolution, that provide the heart of the book, on which it stands or falls. Holed up in a cottage in Yorkshire, the narrator mugs up on anatomy and writes a rhapsodic "love poem" in honour of Louise's cells, tissues, nerves, cavities, skin, skeleton and senses. Here is a sample: "Your sepulchral body,

offered to me in the past tense, protects your soft centre from the intrusions of the outside world. I am one such intrusion, stroking you with necrophilic obsession, loving the shell laid out before me." That mention of necrophilia might have been rather too near the bone, as it were, but for the fact that Ian McEwan has made morbid eroticism respectable in the English novel. Much more relevant to Winterson's experiment are the chapters of *The Magic Mountain*, "Humaniora" and "Researches", in which Thomas Mann's Hans Castorp dwells on the anatomy of his tubercular beloved in even more lubriciously subterranean detail than Winterson's narrator does on her caustic one.

The echoes of Mann in *Written on the Body* are not coincidental. Both novels conjure up an internalised, obsessive yet physical desire, only to subliminate it into the language of pathology. Both authors have a pessimistic image of sexuality that is typically homoerotic, yet eager to colonise the whole spectrum of love.

The difference is that Mann created a multifarious universe around his unfulfilled yearnings, in which his Zeitgeist found a richer embodiment than it deserved. Occasional felicities notwithstanding, the world which *Written on the Body* inhabits seems too self-consciously literary, too introverted, murmured less by vital sap than by midnight oil. Perhaps — who knows? — if the British Library were really to confiscate Jeanette Winterson's pass, her next novel would be more than a post-mortem on defunct desire.

Flying the nest of love

Derwent May

DARK MIRRORS
A Novel of Provence
By Gustaf Sobin
Bloomsbury, £14.99

haunted by its perfection: it seems to symbolise all he has dreamed of creating in his life and art.

He half discovers, half imagines the history of how it came to be rebuilt towards the end of the war — a story of strange silent passion

between the Frenchwoman who owned it and an Italian stonemason. Pursuing information, Guy falls in love with Solange, the daughter of that woman, and they have an intense, clandestine love-affair, while he writes what he believes will be his best novel, the story of the dovecoat. But the novel comes between him and Solange; their love collapses: the novel is never finished.

Sobin tells this tale in a delicate sequence of poetic images. Guy is acutely responsive to the beauty around him — from the way the intersecting arches of the *pigeonnier* touch as languorously as lily petals, to the green of the chestnut leaves reflected in Solange's blond hair. The story unfolds slowly; yet this is compelling writing. It seems to come from an era of aesthetic concentration that has nothing in common with our own *fin de siècle*. In Sobin's hands it keeps its power.

Hunting the great white male

Judy Goodkin

MATING
By Norman Rush
Jonathan Cape, £15.99
HALO
By John Loveday
Fourth Estate, £13.99

The central shock of Norman Rush's *Mating* is that a male writer should have succeeded so completely in entering a woman's subconscious. How does he know so well? The story is told by the novel's central character, a liberal American female anthropologist who is engaged in a private study of the white male. Whose side is Rush on? He lets her be so rude about men. Each prospective mate is held up to ridicule and the portraits are comic to the point of insult.

However, the novel's female supremacist underpinning begins to crumble with the appearance of the magnetic Nelson Denoon, a white cult hero in Botswana whom no woman can resist. Inverting the self-assured feminism of the early

chapters, Rush's account of this woman's pursuit of Denoon becomes a merciless spectacle of cringing embarrassment. Jokes compensate for the humiliation. There is a spiritedness about the central character which never deserts her even in those moments when she has clearly taken leave of her senses.

Rush's sassy style and lightness of

touch compensate for the slowness of some of the protracted political speeches. The anthropological and cultural insights woven into the narrative remind the reader that — unofficially or not — we are all secretly engaged in the study of man.

The sexual awakening of Scrag — a directionless young man of few words, obscure origins and no surname — is the province of *HALO*, a strong first novel by the poet John Loveday.

A self-contained community of travellers with its own Ten Commandments style of morality provides the setting for Scrag's education in love and poetry. Behind the lowered canvas of Lorelei's wagon, Scrag takes his first faltering steps into the incom-

prehensible and disquieting world of pleasure. His fledgling uncertainty and excruciating moments of embarrassment and inexperience are drawn with a painful accuracy.

Loveday shines in his evocative use of a highly idiosyncratic wild west dialect — "You bin gittin' some right nice feminine company... that kid's a honeypot with the lid on" — and in the hilarious impromptu sermons of the fire and brimstone preacher, Thou-Wert.

Formally divided into two halves, *HALO*'s harrowing denouement forms a sharp contrast to the touching tenderness of its early scenes. This is a poet's novel, crafted with a poet's sensitivity to language and written with a balance and symmetry rarely found in prose.

THE TIMES

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Slough, SL1 2ER

N.B.S

NB SELECTION LTD - a Norman Broadbent International associated company
SLOUGH 0753 819127 • LONDON 071 495 6392 • BIRMINGHAM 021 235 4656 • BOSTON 0617 291142
GLASGOW 041 204 4334 • ABERDEEN 0224 630080 • MANCHESTER 0625 539993

Sector Marketing Manager

Computers & Electronics

c.£50,000 + Benefits

Central London

Major telecoms services provider requires a General Manager with in-depth understanding and experience of strategic issues in the computer and electronics sectors. Highly visible and accountable role.

THE COMPANY

- Top player in international telecommunications markets. Multi-billion pound turnover.
- New division established to provide tailored premium services to international business customers.
- Market facing. Well funded and profitable.

THE POSITION

- Responsible for identifying opportunities within major multi-national computer and electronics companies. Reports to Director of Customer Relations.
- Prioritise target markets. Develop marketing and sales strategies. Influence account development plans. Champion sector understanding.

- Assess industry trends. Anticipate future customer requirements.

QUALIFICATIONS

- Graduate calibre. Blue chip background in major computer and electronics companies.
- Strategic business developer. Proven impact on bottom line performance.
- First class interpersonal and influencing skills.
- Relationship builder.

Please reply in writing, enclosing full cv.
Reference SL3608
7 Shaftesbury Court, Chalvey Park,
Slough, SL1 2ER

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MARKETING DIRECTOR

c.£42,000 + bonuses + car Harrow, Middlesex

IMCO Marketing Services Ltd, part of the IMCO Group Plc, is a growing Direct Marketing and Database specialist with particular expertise in the sophisticated management of large insurance - orientated customer databases currently totalling in excess of 5 million policyholders.

Reporting to the IMCO Group Board, the Marketing Director will be responsible for a small but busy team providing services to our blue-chip clients, covering database management, direct marketing programmes, sales incentive competitions, and art & print design and production.

A key part of the role will be to expand the range of services and number of clients, taking full responsibility for revenue streams, operating costs, and ultimately the overall profitability of the subsidiary. Proven success in the role will lead to promotion to Managing Director.

Ideally of graduate calibre and aged 32-48, you must be able to demonstrate hands-on experience in these product lines, a proven track record in the selling of services, and a keen awareness of the financial dynamics of a business.

This is an important and challenging position for which the rewards, in terms of remuneration (OTE £50,000) and career development, are substantial.

In the first instance, please apply with full CV and salary details, quoting Ref: NA 5372, to our retained consultant Felicity Exton, Managing Consultant at Northbrook Associates Ltd, 1 Bridge Street, Newbury, Berkshire, RG14 5BH. All applications will be treated in the strictest confidence.

IMCO GROUP PLC

PEOPLE MANAGEMENT THROUGH SYSTEMS

BMC
SOFTWARE

£75K OTE

+ CAR

CAMBERLEY

Mercuri Urval

SYSTEMS SOFTWARE SALES PROFESSIONALS

A unique opportunity with a market leader

BMC is one of the largest IBM utility software companies in the world next to IBM itself. It employs 760 people worldwide and incorporates nine international offices with further expansion planned. Fiscal revenues in 1991-1992 advanced to \$188 million, a 38% increase on 1990-1991. BMC's success is based upon their proven formula of selling high-value, high-performance mainframe systems software.

Today BMC products perform critical tasks faster and easier in IMS, DB2, CICS and TSO mainframe environments than the competition. They are installed in 6,000 organisations worldwide.

Our focused business strategy and unrivalled products are only matched by the quality of our people. To keep pace with our growth

plans, we now seek to expand our sales force.

You will probably be aged between 25-35 and have:

- ★ An outstanding sales track record in an IT environment.
- ★ Excellent 'closing' skills.
- ★ A highly positive and professional approach.
- ★ Stamina and resilience.
- ★ The drive to succeed in a dynamic environment.

The rewards, like the demands, will be very high. In addition to an excellent salary realistic targets will enable you to earn in excess of £75,000. The superior benefits package includes an executive car and private healthcare.

We welcome applications from high-calibre professionals who have the flair to succeed in this demanding role. Please send your CV and a covering letter, stating your present salary, to: John Greenway, Mercuri Urval, Spencer House, 29 Grove Hill Road, Harrow, Middlesex HA1 3BN, Fax No: 081-861 1978, quoting reference JG/M2/92.

To £40,000 package

müller

Market Drayton

'Deliciously different dairy foods'

Marketing Manager

Superb opening to work with an exceptional marketing success story. The Müller brand has become the undisputed leader in the yogurt market in the four years since its UK launch and first new entry into the top 50 UK brands in the last 50 years. Five prominent product ranges, £85m+ turnover with continued high growth vigorously supported by a successful, high profile £6m+ advertising campaign. The company is firmly committed to an aggressive programme of new product development and further market penetration. Significant career step for a talented individual to gain unique professional experience.

THE ROLE

- Responsible to the UK Managing Director for the development and implementation of the marketing plan, development programme and marketing administration. Exploring the range for sustainable competitive advantage.
- Managing existing products, determining performance and reacting accordingly. Developing a full understanding of the UK chilled dairy market and, in close cooperation with the sales team, targeting areas of opportunity.
- Researching, developing and implementing programmes for NPD, packaging and promotions. Launching new products and managing the relationship with advertising, design and promotion agencies.

THE QUALIFICATIONS

- Graduate, late 20's to early 30's. First class record of leadership and initiative in line marketing with blue chip retail grocery background. Experience of operating at a fast pace in small teams.
- Disciplined, structured analyst with high levels of numeracy and computer literacy. Fully familiar with sophisticated analytical methods and presentation of results. Experience of working with top class agencies on effective, high profile multi-media campaigns.
- High performing, gifted young professional with commitment and flair. Authoritative communicator and presenter and natural relationship builder. Personable and energetic with relish for a substantial challenge.

London 071 973 8484
Manchester 061 437 0375

Selector Europe
A Spencer Stuart Company

Please reply, enclosing full details to:
Selector Europe, Ref: S3140092L
16 Connaught Place,
London W2 2ED

c. £60,000
plus benefits

Superstore Retailing

London

Director - Retail Operations

Rare opportunity as member of four-man management team to drive an aggressive expansion programme for a network of business-to-business superstores supplying office and computer products. Exciting new concept backed by premier businesses that have achieved outstanding results in the USA with similar stores. The success of initial UK store openings necessitates the full time appointment of a truly exceptional Retail Operations Director to instill and maintain optimum levels of customer service and operational efficiency for the major roll-out phase. Active participation in Pan-European developments with attractive career opportunities emerging.

THE ROLE

- Energy, drive, commitment and detailed planning to ensure success of a challenging roll-out programme. c. 20 superstores over next two years.
- Responsible to CEO for creating innovative, consistent and unparalleled store procedures and disciplines that optimise both customer satisfaction and profit.
- Charismatic leadership, training and development of staff to foster dedication and teamwork.

THE QUALIFICATIONS

- Graduate calibre, mid 30's to mid 40's with outstanding record in retail management of discount, large format growth operations.
- Experienced in rapid store openings. Intimate knowledge of operating controls: personnel scheduling, inventory control, cash management, store merchandising, security.
- Robust, determined and hands-on achiever with natural leadership talent. Excellent interpersonal and communication skills, confidence and tenacity to build cohesive quality businesses in a fast-paced environment.

London 071 973 8484
Manchester 061 437 0375

Selector Europe
A Spencer Stuart Company

Please reply, enclosing full details to:
Selector Europe, Ref: S2141092L
16 Connaught Place,
London W2 2ED

General Manager

Southern England c.£40K

Our client is one of the world's pre-eminent manufacturers of quality self-adhesive products for the stationery and packaging industries. The company's commitment to continuous investment keeps it ahead of the competition in this technology-led industry.

The role of General Manager carries profit responsibility for the Label Division, with emphasis on maximising the sales potential of high volume applications, such as computer labels as well as developing niche markets for bespoke printed products.

As a young, energetic and ambitious achiever, you already know how to sustain competitive advantage. Educated to degree/MBA level, you have a sound understanding of modern manufacturing systems, and at least 2 years experience in general management.

The remuneration package is negotiable, and will be commensurate with the demands of this challenging opportunity.

Interested candidates should write, enclosing full career details, to the company's advisor John L. Thompson, Hawkins Wright Thompson, Compton House, Selsdon Road, South Croydon, Surrey CR2 6PA (Fax: 081-680-9773). Please quote Ref. 1495.



HAWKINS WRIGHT THOMPSON
International Executive Search & Selection

MAJOR RETAIL SUPPLIER - DIY & HOUSEWARE Commercial Director

Location flexible
c.£45,000 + bonus + package

A Commercial Director is sought to lead the start-up of the Trading Division of a currently well-established supplier to the retail DIY sector. The Company has developed strong sourcing facilities in the Far East and Eastern Europe. The role of the Commercial Director will be to develop the UK client base and the product catalogue.

Candidates must have experience of the Buying function in the DIY or Houseware sector, either from the client or supplier perspective. One must be entrepreneurial, a capable team leader and developer, and highly numerate. Ideally aged between 35-40 years with a minimum of 10-12 years' experience within the field, candidates will be of graduate calibre. The remuneration package includes a strong performance related bonus. (Ref 578)

Please write enclosing a full CV quoting appropriate reference to Kate Donaghy, Whitehead Selection Ltd, 43 Welbeck Street, London W1M 7HF.
A Whitehead Mann Group PLC Company.

General Manager

Homeware Sales
Location flexible
c.£40,000 + bonus + package

The same parent has established a separate company to sell a range of imported products directly to the high street multiples and independents. The products are of a higher quality and are more competitively priced than any currently sold in this country. A Manager is sought to manage all aspects of this business which will include sales budgeting and planning, and account creation.

Candidates must have at least 8-10 years' experience of selling Homewares into the retail sector, be able to operate with a high degree of autonomy, be numerate and able to travel extensively throughout the UK. (Ref 579)

Board General Manager

Dumfries and Galloway Health Board

Salary to £58.9K + Lease Car + Relocation

The Board, with a budget of £90M, is the prime purchaser of health services for the Region covering around 2,400 square miles with a population of approximately 147,000.

As General Manager, the promotion and provision of high quality, cost effective health care will be your primary objective, and accordingly you will have the responsibility of establishing the strategic planning and purchase of health care services for the Region.

Additionally, you will lead the Board through the cultural and organisational changes of establishing Trust status for functional units. Sustaining and developing the momentum for change already underway will be a critical and demanding role.

You must be able to demonstrate proven achievement at senior level in a multi-faceted, complex and changing environment, with sound understanding of financial control/expenditure, contracting and project management. The ability to tackle and plan strategic business developments, allied to high level inter-personal skills, is essential.

For an Information Pack and Application Form contact Jim Bennett, Consultant, Townsend Knight Consulting Limited, Royal Exchange House, 100 Queen Street, Glasgow G1 3DL telephone 041 226 4237 (office hours) or 03552 23889 (evenings/weekends 7pm - 9pm). Please quote reference number QS 601.

The closing date for return of applications is 22 September 1992.

DUMFRIES and GALLOWAY HEALTH BOARD



Townsend Knight

Purchasing Director - Designate

Confectionery Products

DUBLIN

This important new position is with the Irish subsidiary of one of Europe's largest food manufacturers. Responsibility will be to the Chief Executive for the profitable and efficient co-ordination of all purchasing activities, representing in excess of IR£30m, and covering a wide range of ingredients and inputs, including sugar, chocolate, vegetable fats and packaging.

Candidates, preferably in their 30s with a degree and/or appropriate qualification, must

have had relevant senior level experience with an international food company where the function is represented at top management level. Salary and benefits, which fully reflect the importance of the appointment, will be discussed at interview.

Those interested should please write to H.W.J. Flannery, MSL International, Newmount House, 22/24 Lower Mount Street, Dublin 2, quoting reference 83581.

MSL International
CONSULTANTS IN SEARCH AND SELECTION

Account Manager International Markets

Russian speaking

TONBRIDGE, KENT : c.£25K + car + bonus

Our client, with headquarters in the US, is a leading publisher and distributor of electronic and printed airline information and other travel-related data. The company's worldwide network of customers includes the airlines, hotels, business travellers and aerospace manufacturers.

The current need is for a results-orientated and commercially-minded account manager, preferably with Russian language skills or fluency in at least one other European language, to join the UK office which services Europe, Africa and the Middle East. Your prime responsibility will be to grow the company's activity levels within designated airline accounts in these regions. After comprehensive training, it is anticipated that within six months you will have full account responsibility for a group of the world's top airlines, selling existing information services as

well as actively generating new business opportunities within the accounts.

Aged mid 20s to mid 30s and preferably a graduate, you should have at least three years' proven sales experience, gained within a service-orientated organisation. The ability to develop effective relationships with international clients at senior levels is vital. There will be extensive overseas travel.

The position is based at the client's offices in Tonbridge, Kent, within commuting distance of London. The excellent package includes relocation assistance, where appropriate.

Please write - in confidence - supplying a day time contact number and quoting reference SA 32234 to: Ann Rodriguez, MSL Group Limited, 32 Aybrook Street, London W1M 3JL.

MSL International
CONSULTANTS IN SEARCH AND SELECTION

Outstanding Opportunities in Europe

Competitive packages

With continued success based on substantial investment, innovation and product strength, SmithKline Beecham is a transnational organisation with a position of world leadership in the healthcare market. Increasingly, our aim is towards 'globalisation' and the creation of a truly international company philosophy and culture. We have recognised the opportunities presented by the emerging markets of Central and Eastern Europe and have already made significant progress in identifying strategic goals. We are seeking early competitive advantage in these markets and now need dynamic managers to help broaden our business base in Hungary, Poland and Czechoslovakia.

General Manager

Czechoslovakia

Based in Prague, you will report to the UK-based Director & Vice President and will have prime responsibility for leading a multidisciplinary team of around 40 personnel to ensure the achievement of strategic plans.

You should have had at least 5 years' experience in a senior managerial role within a pharmaceutical sales and marketing environment. Ref: GIM/CST.

Finance and

Administration Managers

Hungary, Poland & Czechoslovakia
Based in Budapest, Warsaw or Prague, each manager will have financial control over the operating unit and will provide advice, guidance and support to enable the market to meet objectives. In addition to helping the General Manager in the development and evaluation of new business opportunities, you will also be responsible for the systems function within the organisation.

Three years' post qualification experience in an export/foreign currency environment should be accompanied by exposure to an operating unit, computer literacy and some knowledge of staff management and development. Ref: FAM/PCST.

Marketing Managers

Poland & Czechoslovakia

We need two managers to be based in Prague and Warsaw, reporting to the country General Manager. You will create, develop and implement a full range of marketing activities, including product promotion and training, to ensure realisation of objectives and targets.

With at least 3-4 years' post qualification experience as a Product Manager, you should, ideally, have some experience within sales and sales training. Ref: MM/PCST.

For all these high-profile roles, you'll need to be educated to degree standard with a high level of self-motivation and diplomacy and superb communication, negotiation and organisational skills. Sensitivity to foreign cultures should be accompanied by a good understanding of the current political, economic and social climate of the appropriate country and, ideally, knowledge of the language. Whilst previous exposure to Eastern Europe is not a prerequisite, experience of working in an expatriate role would be advantageous.

Competitive expatriate remuneration packages will be offered, dependent on qualifications and experience, and include very attractive salaries plus British-based benefits such as bonus and pension schemes. All necessary requirements for working abroad are arranged by SmithKline Beecham.

If you are interested in helping to expand our European operation, please send your full career details, quoting the appropriate reference and indicating in which country you would like to work, to: Denuta Matthews, Personnel - International, SmithKline Beecham Pharmaceuticals, SB House, Great West Road, Brentford, Middlesex TW8 9BG. Closing date for applications: 25th September 1992.



SmithKline Beecham
Pharmaceuticals

Personnel Director - Europe

EAST MIDLANDS - c.£60,000

Our client is a successful and highly profitable plc which continues to grow strongly within the international food sector. The company is distinguished by a genuine commitment to strategic HR, in which senior personnel executives are not merely advisers but fundamental contributors to commercial direction and performance. This role calls for a professional of the highest calibre, already active in the international arena and eager for increased accountability.

As well as providing a broad HR management service for the European operation, you will also be responsible for developing a full range of management development processes and co-ordinating them for the entire global operation. The combination of these responsibilities means you must offer both broad line and corporate HR experience as well as expertise in

management development, international remuneration and IR.

You will already be an influential member of a top management team, making decisions rather than offering advice. As well as being fluent in at least a second European language, you must have the personal credibility, creativity and drive to make an impact in a challenging commercial environment. You must also have the flexibility to shift quickly between "hands-on" operational activity and "big-picture" strategy.

The demands of this role - like the rewards - are truly exceptional: only those who can meet every aspect of the specification should apply. Please send your full cv to Rick Kidcup, Courtenay, 3 Hanover Square, London W1R 0AT, quoting reference 4342RM, highlighting how you meet these requirements.



COURTENAY
SPECIALISTS IN HR SEARCH & SELECTION



Technical Consultants

Excellent Salary and Benefits

Founded in 1975, Microsoft has become the leader in software for personal computers. The company offers a wide range of products and services for business and personal use, each designed with the mission of making it easier and more enjoyable for people to take advantage of the full power of personal computing every day.

Microsoft Consulting Services (MCS) is a key service aimed at helping Microsoft's large corporate customers gain measurable benefit from technologies such as Client-Server and Graphical User Interface. We want to transfer skills to our clients to help them become more self-sufficient in the use of current technology.

MCS seek a number of talented individuals to help satisfy the demands of our clients for planning, development and design assignments.

Senior/Managing Consultant

We wish to identify individuals who have demonstrated the ability to develop business opportunities by liaising with clients at the highest level, manage internal resources and lead various technical projects. In addition to a good technical background, you will have proven skills in Consulting and should be able to draw upon at least 10 years' experience of a professional IT environment with knowledge of structured analysis, project management, design and development, preferably PC driven.

You will manage small teams of highly motivated individuals and close and manage business opportunities together with the large account sales force, as well as participating in the management of MCS.

Senior Consultant

We are looking for individuals who are working in the Executive Information Systems and Business applications field, with substantial knowledge of the PC environment, preferably using Graphical User Interfaces in the Windows Environment. You will have a good technical background with at least seven years' experience and have been exposed to several aspects of IT, including analysis, systems integration and software development, preferably in a microcomputer environment.

You will lead complete projects, working jointly with client staff and other parties to build innovative systems which accurately and quickly meet the clients' business requirements.

Consultants

We are looking for individuals who have been active in developing business applications on the PC platform in Microsoft Excel, with an understanding of Microsoft Word and database back end technologies. You will have a good technical background and at least 5 years' experience in software development, preferably in a microcomputer environment.

You will work jointly with both development and analysis staff from the client and other parties to build innovative and leading edge solutions for our clients.

To qualify for the above positions, you will require a good Technical Degree and possess exceptional interpersonal skills.

To apply, send a comprehensive CV to Robin Phillips at The Span Consultancy, Dolphin House, St. Peter Street, Winchester, Hampshire SO23 8BW or alternatively fax correspondence on (0962) 842370.

Microsoft

Making it Easier

GLASGOW WESTERN INFIRMARY/ GARTNAVEL GENERAL UNIT

UNIT GENERAL MANAGER

Salary to \$61,000

This is the second largest of the Board's nine Units. Centred on Glasgow Western Infirmary, a major 600 bed teaching hospital, with extensive National and Supra-area clinical commitments, the Unit includes five other hospitals, and has a total budget of \$78m and a staff of 3,000. The Unit faces a challenging agenda in the light of the NHS reforms.

Your job will be to manage the Unit and its resources to provide an improved and more efficient service. You will secure a shared commitment within the Unit to these goals and establish mutually supportive relationships with purchasers.

You will need to be a general manager of exceptional quality and vision, used to significant financial responsibility, and with a successful record in the management of change.

This challenging opportunity is offered with an attractive salary and benefits package, access to a leased car, and assistance with relocation expenses.

If you consider you have the background to match this exciting job specification, you should write to Stewart Hinshelwood, Director of Personnel, 112 Ingram Street, Glasgow, G1 1ET for an information package and an application form.



Our business is health

Divisional Managing Director

Circa £35,000 plus bonus Bristol based

Our client, part of a very successful and profitable Group, supplies on a worldwide basis specialised components to the O.E. automotive, white goods and computer industries. It is looking for an ambitious entrepreneur, with a proven track record, to spearhead and manage its next stage of growth.

The ideal candidate will have:

- A good engineering background to degree level or equivalent.
- A strong sales orientation and the ability to develop and manage new business opportunities.
- An understanding and commitment to Total Quality Management.
- Preferably a good working knowledge of German and/or French as there will be much overseas travel.

An ideal opportunity for a goal-orientated senior manager eager to stand on his/her own and grow with a progressive and fast-moving Company. The rewards package reflects the importance of the position in the Group's expansion plans. All the benefits associated with a large Group will be enhanced by a salary of circa £35,000 with a substantial profit-related bonus.

For immediate application telephone (0272) 628333 (daytime or evening) or send your Career History to the Assignment Director, Barrett Executive Selection, Redland House, 157 Redland Road, Bristol BS6 6YE quoting Ref: G33.

European Information Services Manager

An expert in systems, for the systems experts.
Senior Level Executive Package.

Even for an industry as used to dramatic success stories as ours, Sequent Computer Systems' performance against a background of world recession continues to be outstanding.

With a 26% share of the UK medium to large open systems hardware market (\$100K to \$1 million value), our sales in the first two quarters grew by 70%.

As our growth pattern is repeated across Europe, we need to rapidly develop and deploy applications and services to support our own business initiatives. Systems which meet not just local market needs, but integrate fully with a worldwide strategy - an area in which you will also have an influential role.

Responsible for the implementation of systems for Applications Services, Computer Resources, Network Services, Operations and Systems Administration, your vision will set the pattern of our systems growth.

Working closely with European business managers, you must have a strong background in a large IS environment, including European experience within a distributed IS structure.

As well as excellent prospects for your personal development in a role that reports to the VP Information Services in the USA, benefits will include a fully expensed car and stock options.

To apply, send your CV to Michelle Supple at Sequent Computer Systems Ltd., Weybridge Business Park, Addlestone Road, Weybridge, Surrey KT15 2UP. Fax: 0932 850622.



SEQUENT

Your Global Trading Partner

Micrognosis is a leading worldwide total solution provider of trading room information systems with 17,000 installed workstations and over 340 customers throughout the world. The company markets its system to investment/commercial banks, securities firms, insurance companies and the treasury departments of large multinational corporations. Due to continued expansion, a number of key employees need to be recruited.

SALES EXECUTIVES

A record of high achievement in selling total solutions of software involving presenting, demonstrating, negotiating and closing is essential to be a sales executive with Micrognosis. Knowledge of trading room requirements or international financial markets would be an added advantage. Attractive packages will be offered to the right people.

PRE-SALES SUPPORT ANALYST

This role calls for experience in the design, configuration and bid management of turn-key trading room systems solutions. An in-depth understanding of the requirements of information distribution systems and of financial markets would be a distinct advantage. Good presentation skills and the ability to work within a sales team environment are essential.

FIELD SERVICE ENGINEERS

Services experience in trading rooms and data communications is essential for this position. Also essential is a 'customer first - can do' attitude. You will be required to install, upgrade and maintain systems on location at customer sites or be responsible for a small number of sites. A HND qualification is desirable, as is UNIX, VMS and OS/2 experience.

SOFTWARE ENGINEERS

We require graduates with at least two years post-graduate experience using C/C++/other OOP an advantage and UNIX (preferably SunOS) to assist in the development of leading-edge systems using the latest industry-standard hardware. You must be self-motivated and ambitious to succeed in a young and dynamic environment utilising OpenWindows, Motif, SYBASE, Ingres and other Open Systems methodologies. Knowledge of UML, ADX, VMS and networking would also be beneficial.

MARKETING PRODUCT MANAGER

An understanding of financial and trading room software and a vision for the potential of the latest information technology to contribute to trading room success is essential for this position. Personal characteristics needed are high level written communication skills and the ability to implement strategic marketing directions. Knowledge of real-time distribution architecture, WANs, toolkits, server workstations or trading room applications is desirable.

Applications in writing, including a detailed curriculum vitae and current salary and benefit details, should be sent to Human Resources, Micrognosis, Centre Point, 103 New Oxford Street, London WC1A 1PD.

MICROGNOSIS

G.P. & J. BAKER
ESTABLISHED 1924

EXPORT SALES MANAGER

c£25k HIGH WYCOMBE

We are a market leader in decorative furnishing fabrics and wallcoverings. Our two product brands, G.P. & J. BAKER and PARKERTON have become well established in export markets worldwide.

We now wish to strengthen our Export Sales management team by this new appointment. The successful applicant will answer to the Sales and Marketing Director and be responsible for the management and development of all our non-European markets. As part of the sales team you will play an important role in the administration and co-ordination of the export department at our High Wycombe base.

Probably aged between 25 and 35 years you will be self-motivated and capable of working on your own initiative. You will have a proven track record in selling consumer products including at least 2 years' experience of non-European markets. Good communication skills, languages and a familiarity with modern promotional and marketing techniques are pre-requisites.

The position offers opportunities for significant career development and the remuneration package includes a fully expensed car and other company benefits.

Please apply in writing, enclosing full CV to:

Clive Hallett, Group Head of Human Resources, Cornwell Parker Plc, The Courtyard, Frogmore, High Wycombe, Bucks HP13 5DJ.



CORNWELL PARKER

ALCATEL
CET

We are a french subsidiary of ALCATEL ALSTOM, the world leader in Telecommunications, specialised in network management products. We are seeking a

TELECOMMUNICATION NETWORK MANAGEMENT ENGINEER

PARIS

YOUR TASKS : As a member of our Product Support Team (6 engineers), you will participate in the products definition (writing specifications), in the assessment of the impacts of norms in the development of new applications. You will work in close relationship with our customers. You will assist in the formulation of technical solutions.

YOUR PROFILE : Early thirties. A qualified engineer in telecommunications. A relevant working experience in network management, for public networks.

WE OFFER : The opportunity to enter the ALCATEL GROUP through a dynamic structure of 230 people. A high level of technical and human resources. A challenging career in an international team, in an international company.

Please send or fax your CV, letter and photo, quoting ref 6133 to our Consultant EUROMAN FRANCE - 11, rue Heinrich - 92100 BOULOGNE. Fax 33 1 46 21 76 13

EUROMAN

PARIS (FRANCE) - BRUXELLES (BELGIUM) - LONDON (ENGLAND) - VIENNA (AUSTRIA)

Pauline Hyde & Associates

International Human Resource Consultants

Board Counsellor

Top-earning executives are increasingly turning to Pauline Hyde & Associates for career counselling. As the largest specialist in this area, we need another senior person to help us drive further forward.

Someone to talk on level terms with the most senior executives. The ability to bring experience and wisdom to bear on client situations. A business-like understanding of corporate relationships and profit motivation. A track record in developing new business opportunities.

Those are our requirements. Whoever meets them will receive an appropriate remuneration package; incentives to help us increase our market leadership; the stimulus of advising top-flight executives on career transition; the prospect eventually of holding down a top-level management position.

Why not grow with us!

Write in confidence to:

James Elson, Managing Director, London.

Pauline Hyde & Associates Ltd

20 Lincoln's Inn Fields

London WC2A 3ED

GENERAL MANAGEMENT

c.£50,000 package
plus benefits

Southern
England

Our client is a leading European manufacturer of high-quality electronic industrial control components serving a broad spectrum of manufacturing industries worldwide.

With an excellent product portfolio, the company is poised for both substantial growth and to meet the challenges and opportunities which the rest of this decade will bring. We have been retained to identify a general manager whose main focus will be on realigning the operation into a dynamic, competitive market force.

Reporting direct to the Group Executive, International Business

Operations, the successful candidate will be either a general manager aged under 45 who is looking for a new and more stimulating challenge, or a well-trained and ambitious sales manager, aged 30-40, who is currently in a successful company selling electromechanical products to manufacturing industries and can demonstrate an ability to run the P&L of a national sales and marketing operation. Prospective candidates for this challenging opportunity should send a curriculum vitae to Tony Williams at the address below, indicating their present salary and a home telephone number.

BUCKINGHAM ASSOCIATES

Responding to Human Resourcing Needs Across Europe

Foley House, 12A Maddox Street, London W1R 9PL. Tel: 071-629 8677

Are you at the crossroads of your career?

If redundancy looms, or you are disillusioned or unemployed and unsure of which way to turn, contact our specialist career consultants.

We have been providing personally tailored career management programmes for executives earning £20K plus for over 40 years.

We help you recognise and act on the wealth of opportunities that exist - even in these times.

Call to arrange an appointment with no obligation, or send your CV (lines open 24 hrs).

We abide by the IPM Code of Conduct

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WEST MIDLANDS 0927 60005 - LEICESTER 0533 836111
MANCHESTER 061 228 0089 - YORKSHIRE 0532 426182
GLASGOW 041 332 1502 - EDINBURGH 031 452 8880

CHUSID LANDER
35 37 Fitzroy Street, London W1P 5AF

MANAGING DIRECTOR

For many years we have been internationally recognised as one of the world's leading scientific, technical, medical and educational publishers. Due to the retirement of our present Managing Director we now require a successor who will be based in our London headquarters.

Supported by an experienced Board of Directors, you will quickly assume a range of challenging senior responsibilities embracing overall control of the company's operations. You will create and implement future strategies and innovative policies which will complement corporate objectives and will promote HBJ's continuing dedication to the very highest quality levels. Ideally you will be a respected member of the publishing community, with at least ten years relevant senior managerial experience plus five years of directorial experience. Familiarity with a multi-national environment, inter company trading and modern computing techniques should be supported by interpersonal skills and a proven success record in staff motivation, presentation skills and the determination to succeed in a competitive international market.

An attractive salary is offered together with a range of senior level benefits.

Please send a comprehensive CV to:
Mrs P. A. Scott,
Personnel/Administrative Director,
Harcourt Brace Jovanovich Limited,
24 - 28 Oval Road, Camden,
London NW1 7DX.

HBJ

Harcourt Brace Jovanovich Limited

071-481 4481

EXECUTIVE OPPORTUNITIES

FAX 071-782 7826

CHIEF EXECUTIVE

UNIFIED COMMISSIONING FOR BROMLEY

c.£60,000 + benefits

Bromley has established unified commissioning for the District Health Authority and Family Health Services Authority with a unified executive, joint meetings and now the recruitment of one Chief Executive. It is also a leader in joint commissioning with innovative arrangements in place between the two Authorities and the Local Authority and voluntary sector.

We are seeking a high-calibre manager with first-class leadership skills to manage this complex environment and to lead commissioning across the whole spectrum of health care for a population of 300,000, with a budget of over £150 million.

In this challenging role you will need to be a strategic thinker of high intellect who can lead and develop a

team to deliver measurable improvements in the quality and quantity of health care. Political acumen, first-class communication and interpersonal skills, with the ability to establish high personal credibility at all levels within and outside the Authorities, are essential.

You must be able to manage a strategic organisation which can plan and commission a diverse range of health care services, achieving and sustaining major change.

To apply, please send full career details, indicating current remuneration and why you believe your application should be preferred, to John Patrick, Ref: 5682/JP/ST, PA Consulting Group, 123 Buckingham Palace Road, London SW1W 9SR. Closing date for applications: 18th September 1992.



BROMLEY HEALTH

PA Consulting Group

Creating Business Advantage

Executive Recruitment • Human Resource Consultancy • Advertising and Communications

Managing Director

Safety And Environmental Products

Greater Manchester,

c £40,000-£45,000, Bonus, Car

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, LEEDS, LONDON, MANCHESTER, NEWCASTLE, WINDSOR and representation throughout EUROPE

Part of a highly successful £2 billion plc, this subsidiary company seeks to appoint a dynamic individual to take up this challenging board position.

The £11m company enjoys a respected reputation in the manufacture and distribution of Health, Safety and Environmental products and equipment for the industrial, military and consumer sectors, with an unstinting commitment to technical innovation and product development.

Its objective is to further penetrate distributor and end user markets in Europe and across the Globe and requires a highly accomplished multi-disciplined individual with demonstrable P&L responsibility and strong leadership skills to achieve this.

Significant evidence of guiding and directing a company through rapid change in a highly profit and results orientated environment should be supported by strong market evaluation and exploitation skills.

Likely to be holding a board position currently, you could be a European National or have gained detailed European exposure, from both a cultural and business development perspective, backed with a European language competence.

Aged in your 40's, degree educated, you should have gained your background in a Manufacturing and Sales environment where experience in Plastic, Rubber or Chemical Process Industries would be particularly relevant.

Your ability to combine the strengths of both personnel and resources to achieve a European goal is paramount.

Male or female candidates should submit in confidence a comprehensive c.v. to: J.W. Cochran, Hoggett Bowers plc, 11-12 Queen Square, BRISTOL, BS1 4NT, 0272 298433, Fax: 0272 279714, quoting Ref: D21018 ST

GENERAL MANAGER

THE FREEDOM YOU WANT; THE CHALLENGE YOU NEED

South-East England
Excellent package

Your goal is clear. You want a role which combines professional freedom with genuine career progression. Our client - a major international organisation specialising in high-technology business solutions - is ideally positioned to deliver it.

Already established as a powerful force in the manufacture and marketing of business communication systems for the US market, the company is now determined to strengthen and develop its presence in Europe.

As General Manager for the UK, you will add considerable force to this development process - utilising the full range of your commercial expertise.

and drawing on your sales management experience, to establish an effective UK sales infrastructure and build a strong sales team.

Your successful track record in business-to-business sales management, your entrepreneurial flair, your strategic insight, your drive and determination - they will all be vital in what is essentially a start-up situation. Our client will recognise and reward your contribution handsomely.

This position carries an extremely competitive salary and benefits package, along with real scope to develop your management career - initially within the UK, but ultimately throughout Europe.

To apply, please send a full cv, indicating current compensation details, to Lynne O'Neill, Ref: 5721/LO/N/ST, PA Consulting Group, 123 Buckingham Palace Road, London SW1W 9SR. Fax: 071-333 5102.

PA Consulting Group

Creating Business Advantage

Executive Recruitment • Human Resource Consultancy • Advertising and Communications

Catering Controller

Major UK Retail Chain

London,

To £40,000, Car, Benefits

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, LEEDS, LONDON, MANCHESTER, NEWCASTLE, WINDSOR and representation throughout EUROPE

This blue chip, High Street retailer with a turnover of c£1 billion per annum, is successfully developing restaurant and catering facilities, currently operating out of 4% of its UK stores. Aged late twenties - mid thirties, with proven experience in the catering field, you will be responsible for running a profitable, high quality and expanding multi sited business. Key duties will cover the implementation of rigorous standards and assurance of the highest levels of customer service. Effective relationships and negotiations with key suppliers are of paramount importance. You will also be required to have the flair and creativity to be involved in the design and development of future new outlets. Personable, numerate and with good business acumen, you must be capable of providing first class leadership to a tightly knit catering management team.

Male or female candidates should submit in confidence a comprehensive c.v. to: J.A. Thomas, Hoggett Bowers plc, 11 Lisbon Square, LEEDS LS1 4LY, 0532 448661, Fax: 0532 444401, quoting Ref: A40022/ST.

MARKETING DIRECTOR

SPACE/WATER HEATING SYSTEMS

West Midlands
c.£40,000 package + car

As part of a profitable, well-funded private group, this company dominates the market for space and water heating systems for touring caravans. The two clear remits facing you are firstly, to consolidate its strong market position primarily through further product development. Secondly, to develop these products and their inherent engineering expertise into different markets where an enclosed area is a common characteristic.

Reporting directly to the Board, you are responsible for a team of around 20 from the sales, marketing, customer service and sales office departments.

Ideally a mature graduate, your previous career should be diverse and have included managing sales

or key account selling in a dominant market situation. Exposure to developing markets for aesthetically pleasing, highly-engineered products is also important in both marketing and selling managerial roles.

The quality of person required is implied in the quoted salary. You should, however, live within a commutable range of Birmingham or if not, be prepared to commit contractually to relocation within a mutually agreed period.

Interested? Please send a full cv, indicating last salary, with a covering letter explaining why you should be considered to RH Southwell, Ref: 5425/RHS/ST, PA Consulting Group, 6 Highfield Road, Edgbaston, Birmingham B15 3DJ. Tel: 021-454 5791.

PA Consulting Group

Creating Business Advantage

Executive Recruitment • Human Resource Consultancy • Advertising and Communications

Divisional Managing Director

Electrical Contracting

East Midlands,

£35,000, Benefits

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, LEEDS, LONDON, MANCHESTER, NEWCASTLE, WINDSOR and representation throughout EUROPE

Part of a £36m turnover engineering group, the electrical contracting division consists of 2 autonomous companies servicing a broad range of customers including Local Authorities, Hospitals, Schools and Large Corporations. The new position of Divisional Managing Director is being created to review the two operations, develop a strategy for future growth and implement the changes deemed necessary. You will ideally be a graduate engineer and have an MBA or business qualification and able to demonstrate the commercial flair required to develop new markets and maximise existing opportunities. It is likely that you will have managed a similar operation and fully understand the need for good man management skills, tight financial controls and good working disciplines to operate effectively in this very competitive environment. The position offers an attractive benefits package including a profit related bonus scheme and relocation expenses if necessary.

Male or female candidates should submit in confidence a comprehensive c.v. to: N.A. Holmes, Hoggett Bowers plc, 11 Lisbon Square, LEEDS LS1 4LY, 0532 448661, Fax: 0532 444401, quoting Ref: L25035/ST.

GOVERNMENT BUSINESS MANAGER

EASTERN EUROPE AND AFRICA

Hi-tech equipment
Northern Home Counties
c.£40,000 + bonus + car

This prestigious \$2 billion, multinational corporation designs, manufactures and markets worldwide a diverse range of products for professional, business and consumer uses. A dominant player in the increasingly important security and identification sector, the company is investing in the development of business to overseas governments which offers enormous potential for growth.

Operating from the regional export HQ in the UK, the Government Business Manager will be responsible for generating and supporting large-volume sales to governments in Eastern Europe and Africa and, to a lesser extent, the Middle East. You will also use your knowledge to assist in the development of opportunities within the European

Community. In addition to working closely with the company's local distributors, you will liaise with external agencies such as grant funding bodies and third-party suppliers, as well as with internal resources of technical expertise. A considerable amount of overseas travel will be involved.

An effective team player, aged 35-45 with a degree or equivalent combined with technical awareness, you must be able to demonstrate a successful track record in export sales and first-hand experience of overseas governments' purchasing methods. Experience of dealing with funding bodies, such as the EC or World Bank, is important, as are the personal stature, credibility, and communication skills needed to be effective at all levels.

To apply, please send your cv, in confidence, to PA Consulting Group, Ref: 5702/SH/ST, 123 Buckingham Palace Road, London SW1W 9SR. Facsimile: 071-333 5050.

PA Consulting Group

Creating Business Advantage

Executive Recruitment • Human Resource Consultancy • Advertising and Communications

Public Relations

Energy Sector

c.£34,000 + Benefits

Glasgow

Outstanding opportunity for a top flight professional to join this blue chip company. The PR function is recognised as central to future development, reflected in a well resourced department with a highly committed and experienced team.

THE POSITION

- High profile role, responsible for development and co-ordination of key areas such as press, public affairs, internal communications and publicity.
- Implement pro-active and innovative PR strategy.
- Promote public interest and understanding of the organisation and facilitate internal communications.
- Budget responsible, executive control of a sizeable team.

QUALIFICATIONS

- Significant experience in public relations, preferably with management background in complex, high profile industry.
- Degree in communications or related subject ideal. Likely age range 35-50.
- Stature, credibility and maturity to manage both long term planning and day-to-day activity in a challenging environment.
- Creativity, combined with strong interpersonal and communications skills, political awareness and boundless energy.

Please write, enclosing full cv, Ref: GL3610
78 St Vincent Street, Glasgow, G2 5UB

N.B.S.

NB SELECTION LTD - a Norman Broadbent International associated company
GLASGOW 041 204 4334 • SLOUGH 0753 819227 • LONDON 071 493 6392 • BIRMINGHAM 021 233 4656
BRISTOL 0272 291142 • ABERDEEN 0224 638800 • MANCHESTER 0625 539953

Quality Kitchen Products Managing Director

Circa £60,000 + Car + Bonus

Scotland

Our client is an important subsidiary of a respected multi-national group. Poised for substantial growth over the next five years, it now seeks a skilled and visionary business manager to lead this development phase.

THE APPOINTMENT

- Take full profit responsibility for this manufacturing operation and its European subsidiary.
- Maximise market share and margins through improved production processes, sophisticated sales techniques and new marketing initiatives in both the domestic and export markets.
- Develop and motivate key personnel, fostering a firm commitment to product and service quality.

REQUIREMENTS

- Probably aged 40 to 50 with graduate calibre intellectual skills.

- Proven track record of running a sizeable manufacturing operation, ideally within the household equipment or related sectors.
- Previous experience in Scotland desirable, preferably in a unionised environment.
- Financial acumen and strong customer negotiating and marketing ability.
- Hands-on operator with well honed leadership skills, able to win credibility at the highest levels internally and with major trade customers.
- European language ability an advantage, particularly German and French.

Please apply in writing with a full CV and salary details, quoting reference 90438/A, to: Susannah Truswell, K/F Associates, Pepps House, 12 Buckingham Street, London WC2N 6DF.

K/F ASSOCIATES
Selection & Search

Financial Services Group Operations Manager

Circa £42,000 + attractive benefits

North London

The company provides specialist insurance products to over 2 million policyholders through the distribution channels of "household name" institutions. It is the market leader in its sector. The Operations Division is responsible for the administration of premium collection, claims handling and the customer service bureau. An Operations Manager is now sought to head up this critical area of the business.

THE APPOINTMENT

- Reports to the Operations Director.
- Ensures timely processing to rigorous internal quality standards.
- Manages relationships with key agents on all processing matters.
- Ensures compliance requirements are met.

- Optimises human resources and fosters increased employee involvement.

REQUIREMENTS

- Experience in a high volume processing environment, ideally within financial services.
- Significant line management experience.
- IT literacy.
- Personal qualities should include energy, enthusiasm and the desire to work within a young, dynamic and team oriented company culture.

Please apply in writing with a full CV and salary details quoting reference 90528/B to Geoffrey Mather, K/F Associates, Pepps House, 12 Buckingham Street, London WC2N 6DF.

K/F ASSOCIATES
Selection & Search

A high profile career move to this major multinational for an innovative and proven senior

INDUSTRIAL ENGINEERING MANAGER

Middlesex

to £35,000 + car

Quaker Oats' Cereals Business in Europe has sites in Scotland, Rotterdam and at their Head Office in Middlesex where they manufacture a wide range of ready to eat foods, including such well known brands as: Sugar Puffs, Quaker Oats and Harvest Crunch. As part of an ambitious development programme they wish to recruit a senior Industrial Engineering Manager to lead a dedicated team in the furtherance of core business objectives.

Reporting to the Director of Manufacturing, this new post, encompasses all sites. It will cover all aspects of IE and related Management services to identify and then follow through in a very proactive manner every opportunity to maximize highest quality manufacturing at optimum cost in both current and new product areas.

Working with, and across all the major disciplines of the business you will develop your long, annual and immediate plans utilizing all the up to date IE techniques using an internal consultancy approach. Thus excellent interpersonal and communication skills will be essential in this highly visible role.

Outstanding candidates, of Degree calibre, will be able to demonstrate a career which is quantified by results, ideally gained in FMCG and balanced with both creativity and pragmatism. Your background will include at least 4 years senior management in the IE function, with a strong commercial bias, together with all the relevant skill and knowledge for your contribution to make an immediate and positive impact.

The salary is as indicated above. A full and comprehensive benefits package together with relocation assistance, where necessary, and a company car is complemented by our client's complete commitment to management development and impressive record of career progression.

To progress your interest further, please telephone for an informal conversation or send your complete career details to: Timothy Read, Read & Associates, 17 Hope Street, Liverpool L1 9BQ. Telephone 051 707 0100 quoting ref no. 142. Confidentiality is assured and meetings will be held regionally.



QUAKER

ADVERTISING MANAGER - B&Q

Package to £30k
Hampshire

Our continuing programme of nationwide expansion and strategic development is underpinned by a multi-million pound commitment to above-the-line advertising. To implement and manage the co-ordination of campaigns across all media at both national and local level, we're seeking a dynamic advertising professional with large retail chain experience.

Assisting in planning and development of budgets and campaigns, you'll be primarily concerned with the hands-on management of agency briefings, the communication of plans to head office departments, stores and agencies, the control of expenditure to agreed budgets and the accuracy of copy in a very fast changing environment.

Your creative flair must be balanced by an eye for detail, an ability to think on your feet and reliability in the face of short deadlines. Excellent communication skills and an infectious enthusiasm are

essential qualities, both as a 'champion' of B&Q's success and as a manager and motivator of a small team.

The generous package includes a fully expensed 2 litre car, performance-related bonus, profit share, pension scheme, free life assurance, 25 days annual holiday, BUPA and relocation assistance where appropriate. B&Q operate a no-smoking policy.

Please write with full cv to: Marjorie Ballen, Recruitment Officer, B&Q plc, Portwood House, 1 Hampshire Corporate Park, Chandlers Ford, Eastleigh, Hants SO5 3YX.

B&Q is an equal opportunity employer.



DESIGN AND DEVELOPMENT DIRECTOR

- This company produces sophisticated, high value products for the leisure/entertainment field. The market demands continuous product change, which means creative, cost-effective design and development.

- The contribution of the Design and Development Director will be fundamental to future success. You will lead your team - which currently has a high degree of technical competence - to greater levels of achievement. You will liaise closely with Marketing to develop winning products, and with Manufacturing to ensure lowest cost, highest quality. You will also be a member of the Board, making a strong input to company strategy.

- You should be of graduate calibre, and your background will be in Electronics, with a sound grasp of software and hardware design and development. Having controlled substantial teams with considerable success, you will understand the broader issues of managing a business, and above all you must be highly commercially oriented.

- Please send your CV to Charles Theaker, Theaker Monro & Newman, Wrens Court, 60 Victoria Road, Sutton Coldfield, West Midlands. B72 1SY, quoting reference 4214

A founder member of
INTERSEARCH
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GLASGOW 041 427 6884 • LEEDS 0532 420129
LONDON 081 863 9801 • MANCHESTER 061 832 0033

Electronic
Based
Manufacturing
for Consumer
Markets

South Wales

c. £40,000
Car, Benefits

**THEAKER
MONRO
NEWMAN**
RECRUITMENT & PERSONNEL
CONSULTANTS

COLOUR SYSTEMS SALES MANAGER

c. £50K -
HIGH BASIC,
EXECUTIVE CAR AND
LARGE COMPANY
BENEFITS

HOBBS
CONSULTANCY LIMITED

Pre-Press Sales skill without equal -prospects without limit

Whilst many electronic Pre-Press Systems companies are suffering, our client is thriving.

Whilst many are shrinking, they are growing, fast.

Now established as a leading market force, with an enviable list of successful contracts, both in the UK and USA, they are now seeking to re-inforce their achievements by appointing a senior sales professional to a newly created position.

Your task will be to follow the regional sales and technical support team into identified prospects and bring the sale to a successful conclusion. Therefore, whilst an in-depth knowledge of electronic Pre-Press Systems is vital, your core skills will be in the management of high value sales, negotiated at senior level.

A determined and respected achiever, you will control all aspects of the contract's financial performance and the co-ordination of company resources.

You must possess both the appetite and ability to run a £3.5M business, backed by massive financial and leading-edge technical support.

Probably - but not necessarily - based in Southern England, you will certainly be one of the few sales 'gurus' in electronic Pre-Press Systems.

If you would like to be considered for a career with a premier company, offering OTE of £50,000, plus an Executive car and a first class package of benefits, then call: Terry Hobbs on 081 460 5800 - Sunday between 5pm and 8pm, or during normal office hours. Alternatively, write in confidence enclosing a full CV to: Ref. ST44 The Hobbs Consultancy Limited, PO Box 177, Bramley, Kent BR1 3WJ. Fax 081 290 0913.



PLANNING MANAGER

READING, BERKSHIRE

TO £40,000 + CAR

Prudential Life & Pensions devise, market and support a wide range of life and pensions products. Already a major player in this buoyant market, we are committed to pulling even further ahead through innovation and quality of service.

Following a major reorganisation, a high profile opportunity has arisen for an individual to develop and drive forward the operational and financial planning activity for our Business Processing Division. This area provides a full range of administration and technical services in support of our products across some 50 line departments.

Specifically, you will be responsible for developing the planning framework, and for

communicating to and educating managers in the principles of planning and decision making. You will also be responsible for co-ordinating the flow of planning information across functional areas. As such the role will require extensive liaison with senior management.

Of graduate calibre, ideally possessing an MBA, or possibly an accounting qualification, you will have gained extensive experience of business and operational planning in a commercial environment. Exceptional interpersonal influencing and communication skills are a pre-requisite.

PRUDENTIAL
Life & Pensions

An excellent package is offered comprising salary up to £40,000 plus company car and financial sector benefits, including low-interest mortgage and non-contributory pension. We also offer career prospects both within Life & Pensions and throughout Prudential Corporation.

Please send a comprehensive CV with details of current salary package to our advising consultant: Andrea Black at Robert Walters Associates, 24 High Street, Windsor, Berkshire SL4 1LD.

ALL CV'S SENT DIRECTLY TO PRUDENTIAL LIFE & PENSIONS WILL BE FORWARDED TO ROBERT WALTERS ASSOCIATES

We are an equal opportunities employer.

ABERDEEN

c £50,000 + BONUS + CAR

Retail Operations Controller

The Northern Co-operative Society is a major food retailer in the north-east of Scotland operating through approximately thirty stores, six of which are classed "Superstores" with between 12,000 and 65,000 square feet of sales space. There is also a furniture and electrical retail business.

Reporting to the General Manager you will be responsible for the overall performance and control of the retail operations group. Working to a recently introduced corporate plan you will be expected to identify and pursue progressive strategies that further establish this emerging business in this highly competitive marketplace.

Candidates must have a proven track record of profit achievement with well developed strategic planning skills and business acumen. It is essential that you have experience of food retailing gained within a superstore environment and the interpersonal skills to direct, motivate and counsel a substantial workforce.

Please send full personal details, including current remuneration level and daytime telephone number, in confidence, to Graham Primrose, Coopers & Lybrand Executive Resourcing Limited, 209 West George Street, Glasgow G2 2LW, quoting reference GP2125T.

Coopers & Lybrand
Executive Resourcing

ATS System Sales**UNIX SALES
NORTH WEST ENGLAND**
Circa £32k + Car

ATS Systems Sales is the only Sun Authorised Business Centre in the North West Region and is the official source of Sun Workstations to end users.

Sun Microsystems Ltd. is the leading supplier of Unix Workstations in the U.K. and Worldwide.

Due to expansion of the operation, we require two sales professionals to work in the territory.

We require:

- Strong geographic market knowledge
- Product and application awareness
- Self motivated sales professionals able to demonstrate good track record

Apply in writing - D.G. Shearer, Park House, Downmill Rd, Bracknell, Berks., RG12 1QS.

**Data Comms Sales
OE 60K - Nationwide**

Oak is a supplier of Data Communications products to the End User and Third Party markets. The range consists of market leading products from the major suppliers.

Oak is currently going through an expansion phase and is seeking to establish full UK coverage, so your location is no problem.

We are looking for people with a track record in communications or related areas with a high level of drive and enthusiasm.

Rewards are high for the right people, so please apply sending a brief career summary to our Personnel Department.

Oak Data Communications Ltd,
Smallmead House,
Smallmead,
Horley, Surrey
RH6 9AF.
Fax 0293 820182

Oak
Data Communications

To understand
the community

you have to be
part of it

£25K - 35K + car scheme

Opportunities
Nationwide



How well do you understand the community you live in? Do you combine good local knowledge with business planning skills and the proven ability to lead and develop a team? Here at N&P we're looking for people with the flair to help us build relationships throughout the community - from individual customers to the local media, schools and professional associations.

Whether in geography, size or culture, all communities are different. By being part of a given community we believe we can understand its particular needs and so develop lasting relationships with the customers who live in it.

As the 'Community Manager', you will be expected to show a high level of commitment to achieving our goals. You will lead a team which involves itself in local life, identifying customer needs and providing advice and guidance to fulfil them.

These are rewarding roles which make an important contribution to the Society's long term prosperity. To succeed you must be a customer-focused individual with sales management or customer services experience. The attractive rewards package includes an immediate concessionary mortgage, car scheme, BUPA and optional contributory pension.

If you understand, and are involved in, your local community and can help us develop our business within it, please send your CV and details of your current rewards package, quoting Ref: JAE/300 on the envelope to PA Consulting Group, Advertising and Communications, 123 Buckingham Palace Road, London SW1W 9SR.

N&P
No-one's busier on your behalf

Excellent package
+ benefits

AGFA

West London

General Manager - Motion Picture Division

Agfa, a wholly owned subsidiary of the chemical giant Bayer, is the leading European owned photographic and technical imaging company. It is widely recognised as a major partner to the Motion Picture and TV industries worldwide with a reputation for excellence and product innovation. Exciting general management opportunity, with real scope for autonomy in running this successful and expanding multi-million pound division with high industry visibility. Excellent prospects within the Group for both domestic and international career progression.

THE ROLE

- Reporting to the UK Managing Director with full responsibility for the profitable management and growth of the business.
- Strongly commercial and market focused role with personal responsibility for PR, marketing and the management of major client relationships.
- Provide strong leadership and direction to a highly talented team of professionals. Real opportunity to input on strategy formulation within worldwide Agfa business forum.

London 071 973 8484
Manchester 061 437 0375

Selector Europe
A Spencer Stuart Company

Please reply, enclosing full details to:
Selector Europe, Ref. 5512092L,
16 Cornsight Place,
London W2 2ED

THE QUALIFICATIONS

- Graduate calibre, early 30's to mid 40's with a broad experience of the Film and TV industries including all aspects of production and distribution.
- Proven track record in managing and motivating a professional team with evidence of broad business management skills including marketing and business development.
- Personal maturity and professionalism with a strong quality and service orientation. Excellent relationship building skills and industry credibility.

c. £60,000 package

VIDEOplus

London

European Publications Director

Successfully launched into the UK last year, VideoPlus™ is the new world standard in video recording. Sold both as a handset which works with all brands of video recorders and built in to new video models, VideoPlus™ together with the PlusCode™ numbers published in TV listings, is the fastest and easiest way to record TV programmes. PlusCode numbers are now printed in newspapers and magazines representing a daily circulation of over 110 million copies worldwide. With a wide range of European publications already licensed in support of the forthcoming continental launch, a publishing professional is now sought to actively manage licensee relationships across Europe.

THE ROLE

- Responsible to the Board of Directors for nurturing licensee relationships, acting as a strategic partner to the publications to achieve mutual business objectives.
- Providing strong marketing support, including coordinated promotions which link in to product marketing programmes across Europe.
- Key role in Genstar Europe's senior management team in developing the business, whilst building relationships with the main European media and broadcasting groups.

London 071 973 8484
Manchester 061 437 0375

Selector Europe
A Spencer Stuart Company

THE QUALIFICATIONS

- Graduate calibre, over 30 with broad business and account management experience in publishing or media related industries. Strong European credentials essential.
- Successful track record of selling in concepts and managing strategically important commercial relationships. Computer systems/newspaper and magazine production experience preferred.
- Strong personal impact, sound commercial judgement and relationship building skills. Ability to operate in a fast moving and entrepreneurial environment.

Please reply, enclosing full details to:
Selector Europe, Ref. 5512092L,
16 Cornsight Place,
London W2 2ED

Manufacturing Analysts

West London

£25 - 38,000 plus bonus,
car and benefits

Our client is a well-established, privately owned, expanding management consultancy. It employs over 100 people in the UK and is currently extending its interests and presence here and in Continental Europe. Its client portfolio is diverse, broadly based and includes many of the best known and respected names in British industry.

The analyst's role centres on concentrated, incisive examinations of client companies' manufacturing capabilities and processes and identification of the potential that exists for radical improvement therein. Successful candidates will join an experienced, well-knit team already delivering proven results to blue chip organisations. Career development opportunities will occur in the UK and in Europe as the consultancy continues its planned programme of growth.

Ideal candidates, from their late 20's, will be expected to meet the following criteria:

- ★ minimum 3-5 years experience in a blue chip manufacturing company with personal exposure to process capability improvements.
- ★ several years plus experience in internal or external consultancy undertaking high-level, advanced manufacturing analysis.
- ★ direct experience of Total Quality methodologies and JTI.
- ★ detailed knowledge of manufacturing planning and control systems and shop floor material control techniques.
- ★ a good degree in engineering or a manufacturing related discipline.

A working knowledge of analytical techniques such as Six Sigma and SPC would be a distinct advantage. Beyond a clear need for technical skills there will be requirement that candidates should be able to present and sell ideas at all organisational levels. Extensive travel throughout the UK will be involved. As a result, relocation is not required.

Please send your CV, with a letter underlining the match with our client's specification if necessary, together with a note of your current salary, quoting ref. 4158, to:

John McManus, JC&P, 104 Marylebone Lane, London W1M 5FU

**John
Courtis
& Partners**
Search and Selection

**MANAGING
THE MIX OF
MERCURY'S
SALES
CHANNELS****A CHALLENGING ROLE FOR
SENIOR PROFESSIONALS**

Mercury Communications is changing the world of telecommunications, bringing quality products and world class customer service to business and private users. As part of a planned programme for substantial growth, we now wish to strengthen our senior management team by appointing two high calibre professionals to manage the mix of Mercury channels in the Business and Consumer market.

Reporting to the Director of Sales & Distribution, your prime task will be to develop both direct and third party channels to maximise profitable revenue. This will involve formulating appropriate plans, setting sales objectives and co-ordinating tactical marketing support for your principal sales channels. You will have responsibility for a major geographic region and will be expected to play a key role in measuring performance and shaping the sales and distribution strategy for the future.

The need is for seasoned professionals of graduate calibre with around 10 years' experience of successfully managing direct sales/third party channels in a "high-tech" environment such as Telecommunications, Data Communications or Information

Technology. You should combine strong influencing skills with commercial acumen and the proven ability to achieve results. Most importantly, you must have the vision to contribute to the success of a rapidly expanding business.

We offer a valuable executive package of salary and benefits including high basic pay, quarterly performance bonuses that are realistically achievable, and a company car to reflect your management status.

If you recognise the significant potential of these senior management appointments, please send a full c.v. to our consultant, Kevin Warman, Stafford Long & Partners Recruitment Ltd., 12-14 Whitfield Street, London W1P 5RD. Please quote reference 5526.

**Mercury
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Senior Sales, Marketing & Software Management

Leading Manufacturer

Midlands

Senior appointments into the commercial function of a world class company. Long established and widely recognised brand names. Dominant home and global shares of industrial, scientific and retail markets for weighing systems. Outstanding career opportunities in business now poised for dynamic growth.

UK Sales Director

£40,000 + Significant Bonus + Benefits + Car

Ref BL3598

THE POSITION

- Maximise UK sales across all product groups and markets. Key member of Management Team, contributing to company strategy.
- Manage large nationwide sales force of 100+. Significantly enhance their performance through training, implementing new ways of working and computerisation.
- Create opportunities for new products through new distribution channels. Liaise closely with manufacturing.

QUALIFICATIONS

- Outstanding manager with proven success in enhancing performance of large dispersed sales force. Understanding of selling products to industrial and/or retail markets essential.
- Must be highly intelligent with energy, enthusiasm, integrity and strong leadership skills.
- Unswerving commitment to quality and obtaining results through teamwork. Able to take on broader responsibilities in due course.

Promotions Manager

£20,000 + Benefits + Car

Ref BL3500

THE POSITION

- New role to plan and implement promotional activity. Significant Advertising and Promotions spend.
- High profile role. Report to UK Sales Director.
- Conceive and organise events, exhibitions and roadshows.

QUALIFICATIONS

- Proven track record in promoting business to business products.
- Graduate calibre, aged 25 to 35.
- A self starter. Creative, imaginative and enthusiastic.

Software Manager

£30,000 + Benefits

Ref BL3501

THE POSITION

- Manage substantial and growing team of engineers producing software for individual customer applications. PC based.
- Manage projects to time, cost and quality. Use standard base packages and upgrade where possible.
- Respond direct to customers and sales team. Must apply leading edge techniques to solve engineering problems. Report to Divisional Manager.

QUALIFICATIONS

- Electrical, electronic or software engineering graduate. Chartered Engineer preferred with IC software applications and inter-PC communications experience.
- Ideally, knowledge of real time management control systems and linking proprietary packages to bespoke applications. Age 28-40.
- Team leader able to contribute generally to management in business area. Good interpersonal skills with interest to maintain highest quality with cost effectiveness.

Customer & Sales Training Manager

To £30,000 + Benefits + Car

Ref BL3502

THE POSITION

- New role to set up and manage dedicated training unit of ten. Report to Deputy M.D.
- Train UK and overseas distributors in sales, service and use of products and systems. Train end user.
- Identify and deliver sales and product training courses to UK sales force. Improve standards of training at all levels to heighten company's competitive edge.

QUALIFICATIONS

- A dedicated training professional. Must have designed technical training courses and managed a team.
- Graduate calibre, aged 30 to 45. An in-depth understanding of latest management and training techniques.
- Energetic and resourceful. Strong commitment to quality.

Please write with a full CV, quoting relevant reference to, NB Selection, Bennetts Court, 6 Bennetts Hill, Birmingham, B2 5ST



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Director of Personnel

c.£45,000

London

(More may be available for an exceptional candidate)

Rare opportunity to join high profile international cultural organisation at Board level during a time of substantial change.

THE ORGANISATION

- Britain's principal agency for cultural relations abroad.
- Independent, non-political and revenue earning. Substantial overseas development project programmes.
- Linking universities, professional and business organisations, and government departments in Britain and 90 countries worldwide.

THE POSITION

- Member of the Board of Management, reporting to the Deputy Director General. 3 year fixed term contract.
- Responsibility for worldwide Human Resource strategy leading, shaping and managing wide-ranging change.

- Develop the Human Resource function as a centre for excellence, expertise and advice.

QUALIFICATIONS

- At least 10 years' professional Human Resource experience, ideally gained in both public and private sectors.
- Significant track record of organisational development, recruitment, training and pay, reward and performance management.
- Probably aged at least 40, with international experience, authority and real commitment to the mission of the British Council.

Please write, enclosing full cv. Ref L2944-ST
54 Jermyn Street, London, SW1Y 6LX

The British Council is an equal opportunity employer.



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St Edmund Hall, Oxford Head of Fundraising

The oldest undergraduate teaching institute in Oxford, St Edmund Hall accommodates 480 students offering an unusual mix of academic subjects. The College also has strengths in sport, theatrical and musical activities. This engenders affection and unity amongst its students with strong support from an Old Member Association.

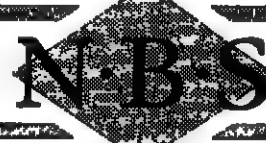
THE POSITION

- New appointment, Senior Member of the College serving on the Governing Body.
- Develop and implement strategic plan for all revenue and capital fundraising.
- Review and upgrade existing activities which include direct mail, appeals, events, conferences and trading.

QUALIFICATIONS

- Key requirements are commitment, professionalism, influence and drive.
- Fundraising, marketing and/or PR experience advantageous.
- Innovator, confident personality with tenacity and excellent interpersonal skills.

Please write, enclosing full cv. ref SL4273
7 Shaftesbury Court, Chiswick Park
Uxbridge, SL1 2ER



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Ongoing change means ongoing challenge and commitment for a highly dedicated and professional....

MAINTENANCE ENGINEERING MANAGER

West London

competitive salary + car

This large, complex and major food manufacturing plant produces some of the best known food brands for both the home and export markets. The company continually strives for efficiency and always challenges the status quo. In keeping with this culture, the company has identified the need for a seasoned professional engineer to manage and develop the crucial maintenance engineering function.

With a wide portfolio - a large boiler house, raw material storage, a number of unique manufacturing, processing packaging and sophisticated control systems, this senior engineering role is a key function in the constant process of change management.

Reporting to and supporting the Manufacturing Manager you will be leading your team as the instigator and developer of innovative and cost effective solutions and team building programmes, to continually upgrade and review the ever increasing demands placed on the maintenance role in this fast moving and changing manufacturing environment.

We are seeking candidates with a mechanical/electrical background H.N.D. or Degree, who can demonstrate that they can make a significant contribution to the business, have at least five years direct management experience, be commercially aware and ideally come from the FMCG or Pharmaceutical industry, where high quality, optimum cost production in a GMP environment is paramount.

The salary will be commensurate with the experience and calibre of the chosen candidate together with a full and comprehensive benefits package, relocation assistance, where necessary, and a company car. To progress your interest further, send your complete career details to: James Beddington at PROSPECTS, 17 Hope Street, Liverpool L1 9BQ. Tel 051 707 0100 quoting ref no. 141. Confidentiality is assured.

PROSPECTS



Early Learning Centre

INTERNATIONAL DEVELOPMENT MANAGER

To identify and manage business opportunities worldwide
Up to £40,000, bonus, mortgage subsidy + car

Swindon

Early Learning Centre, one of the lasting retail successes of the eighties, is established in over one hundred and sixty-five locations throughout the UK. Initial success in Europe, supported by further research, suggests that considerable potential exists for overseas expansion. The opportunities vary from franchising to licensing of product, and possibly to straightforward export: nothing is ruled out in terms of approach or location - but the quality of the product and the integrity of ELC remain quintessential. There is a commitment to explore the market as a whole and the available options that is where this job starts. The appointee will become the company's focal point for all international issues, identifying the most appropriate approach in each area, assessing potential franchisees, licensees and distributors, and setting and maintaining standards. Candidates, probably in their thirties and certainly of graduate calibre, must demonstrate outstanding track records in quality retailing. They should be able to cope with frequent and far-flung travel and should have the energy, resilience and business acumen to handle challenges of all types. Knowledge of international franchising will be an advantage, but fluency in two European languages other than English is vital. Reference WE2085.

CHILDREN'S WEAR BUYER

To develop a new, high quality, good value pre-school range of clothing
Up to £30,000, bonus + car

Swindon

ELC's success is based upon its reputation for the quality of its products in its own specialist niche. The core business has been founded upon toys; now, having launched a range of nursery hardware, the company intends to make the most of its reputation by bringing similar quality consciousness to the development of a range of clothing for children up to the age of five. We are looking for a Buyer for this particularly specialised area, carrying full responsibility for developing the range, sourcing the product and maximising margin growth. The emphasis, as you would expect from this retailer, will be on lines which are clearly out of the ordinary, and of exceptional quality and value: the philosophy that has underpinned the company's success must not be neglected in such an important new development. Ideal candidates, probably in their late twenties, will be experienced and talented retail buyers with knowledge of this particular sector; they will combine flair for product with genuine understanding of how to achieve market share and how to ensure margin growth. Reference WE2086.

Please send full career details, quoting the appropriate reference number, to Judy Brasier, Ward Executive Limited, 4-6 George Street, Richmond-upon-Thames, Surrey TW9 1JY.

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LIMITED

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Regional Sales Director

Marlow
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LeasingLEX
SERVICE

Already one of the market leaders, with revenues in excess of £175m, Lex Vehicle Leasing is continuing its outstanding record of profitable growth through a programme of strategic change aimed at the acquisition of additional market share and increased penetration of existing accounts. A joint venture subsidiary of Lex Service plc and Lombard North Central, the company invests heavily in information technology and staff development, and seeks to be at the leading edge in client service standards.

Reporting to the Sales and Marketing Director, you will be responsible for achieving revenue and profit objectives from customers in the Southern half of England. You will direct and control a team of over 50 sales, national accounts and customer service staff, and contribute to business strategy as a member of the senior executive team.

Aged early 30s-early 40s and of graduate calibre, you must have a successful track record as manager of a sizeable team of sales and customer service staff, in a business to business environment where profitability depends upon long-term client relationships established at board level and comprehensive customer service. Demonstrable achievements in people development, team building and major account handling are essential.

Please write enclosing CV, quoting reference 2142, to Stuart Spindler, Whitehead Selection Ltd, Blagrove House, Blagrove Street, Reading RG1 1QA.
A Whitehead Mann Group PLC Company.

whiteheadselection

whiteheadselection

General Manager

Plastic card manufacturing and distribution
Surrey
c. £50,000 + car

This position requires a tough minded, results orientated individual, who is financially astute, credible with customers and versatile enough to enhance performance in all the key functional areas. The challenge is to increase profitability in a highly competitive environment.

The UK subsidiary of a North American corporation, this £3.5m turnover company manufactures printed plastic cards for banking and financial institutions in the UK and Europe, the operation includes a bureau service which embosses, encodes and despatches plastic cards on behalf of its customers. Reporting to the Chief Operating Officer and enjoying Managing Director status, key tasks include driving down the cost of production to achieve cost leadership, development of new products and services to enhance competitive edge, and moving closer to the customer to achieve enduring business partnerships.

Probably aged mid 30s - mid 40s, you must have proven ability as general manager of a business with manufacturing and service operations. An understanding of plastics and/or printing technology would be particularly useful.

The company has considerable growth potential which, if successfully exploited, will be reflected in future earnings.

Please write enclosing full CV, quoting Ref 2143, to Stuart Spindler, Whitehead Selection Ltd, Blagrove House, Blagrove Street, Reading RG1 1QA.
A Whitehead Mann Group PLC Company.

whiteheadselection

PROPERTY
MANAGERUp to £40k + car
South Coast

Facing a significant period of change in its overall business operations, our client is particularly keen to transfer the strategic management of its substantial property portfolio from individual user departments to a centrally co-ordinated resource. It is anticipated that such a move will give considerable momentum to a major customer focus initiative.

Making a fundamental contribution to the establishment of this new service, your brief is to establish and manage the policies, structures and strategies around which it will develop. In particular, your work will impact directly on the strategic aspects of property management - from building design and maintenance, through to the cost-effective acquisition and disposal of property.

Ideally, you should be degree qualified or equivalent, preferably with an additional

professional, and/or management qualification. You should be able to point to a successful record with a large and diverse property portfolio. This should include experience of developing and implementing strategy, effectively managing both people and budgets and a knowledge of the development of Business Units. These qualities should be supported with the energy and drive needed to develop a key service through a period of intense organisational change.

The salary and benefits package fully reflect the strategic importance of this senior role.

To find out more, please telephone our Consultant, Caroline Richings, on 0276 51410 (office hours) or 081 691 2585 (evenings/weekends). Alternatively write to her at Austin Knight Recruitment, Knightway House, Park Street, London Road, Bagshot, Surrey GU9 5AQ. Please quote reference YR947.

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ADVERTISING • RECRUITMENT • COMMUNICATIONS

ADMINISTRATION MANAGER
Customer Services Division

Reading

c£30K + Car + Benefits

Tricom Communications plc is a young, dynamic company in the exciting world of datacommunications. Consistent investment in technology and in people has helped our client to build a phenomenally successful international computer networking operation.

An excellent package awaits the person who can prove they have the best management and administrative skills. Educated to degree level and with a solid background and demonstrable experience in the computer/electronics industry, the ideal candidate will be a catalyst for the improvement of efficiency and reduction of costs within the Customer Services Division.

A working knowledge of statistics, a high level of numeracy and an analytical and

organised approach are all essential to this challenging position. As the focal point of the Customer Services Division, you will ensure the smooth and timely execution of all necessary procedures to the highest possible standards.

Able to put your point across succinctly, capable of improving performances without alienating staff, willing to work long and hard to meet the targets - if you feel you can match this challenging opportunity, then please write now with full CV quoting reference number 09/380 to:

L J & Associates,
Recruitment Consultants,
12 Colbridge Mews, Porchester Road,
London W2 6EU, including work and home telephone numbers.

Tricom

ALEC COMMERCIAL MANAGER
IN THE ELECTRICITY SUPPLY INDUSTRY

Excellent Benefits Package

Wimbledon

Associated Electricity Supplies (ALEC) is a joint venture between Energy and Technical Services Group plc and Electricité de France. At an exciting and challenging time within the electricity supply industry, ALEC has sole responsibility to market EDF electricity in the UK. It now seeks to build upon its strong commercial success to develop existing and create new business opportunities.

Reporting directly to the Managing Director, you will have responsibility for negotiating power sales contracts and for exploiting other commercial opportunities. The role will require a clear appreciation of market and industry trends and an ability to build positive business relationships at senior management level within the organisation and with third parties. It is a high profile role and will involve participation in Company development as a member of the senior management team.

You will be keen to work in a more exposed business role than you have previously experienced, and will thrive within the environment of a small professional team. Age is of less importance than experience; therefore you will have:

- ★ A successful track record in power sales negotiations
- ★ Demonstrable business acumen
- ★ Strong communication and interpersonal skills
- ★ A high level of enthusiasm and drive

If you have the necessary experience and ambition to meet this challenge then write with full career details, specifying your present salary level, to: John Greenway, Mercuri Urval Executive Service, Spencer House, 29 Grove Hill Road, Harrow, Middlesex HA1 3RN, Fax No: 081-861 1978, quoting ref: JG/94/92.

Mercuri Urval

SONY

Corporate Planner - Japan

Sony Japan is the strategic hub of the entire Sony group. From its base in Tokyo, Sony Japan not only explores new product ideas: it anticipates changing customer needs, formulates global business plans and sets customer service policies that are shaping the performance of Sony companies across the globe.

A World-wide business role for
ambitious, demanding professionals

You can now become part of this extraordinary business environment - gaining a depth of experience that could form the basis for your career development into senior management. Working closely with a senior member of Corporate Planning, you will use your initiative to support and evaluate the performance of our Japanese business groups and operating companies. This will involve developing a three-year strategic plan; analysing consumer trends; and liaising with business groups and operating companies on all planning and cost issues. You will also give advice to senior Customer Relations and Service staff in Europe, Canada and the USA - a role which involves travelling to both

Europe and North America twice a year. In your mid to late 20s, you should possess an outstanding academic background as well as all round business acumen. At least 3 years' broad based experience with significant insight into corporate business operations is essential, and a financial/analytical bias is desirable. Experience in management consultancy or professional services could also fit our requirements. In addition to computer literacy, you will need excellent written English and presentation skills. Willingness to move to Tokyo is, of course, essential. Above all, you must be an outstanding lateral thinker with the maturity, flexibility and intellectual stamina to excel in our corporate environment.

The rewards include an attractive salary, generous range of benefits including assistance with accommodation and relocation, and all the attractions - and challenges - of living and working in Tokyo. So, if you are ready to make your mark in Japan, write with a full CV to Louise Sapla, quoting reference number 199, at Sony (U.K.) Limited, Sony House, South Street, Staines, Middlesex TW18 4PF. Interviews will be held in the U.K. Closing date for completed applications is 18th September 1992.

nog

Our client is a subsidiary of a financially strong international group, with headquarters in the Netherlands and offices throughout Europe. The company is the European market leader in the supply of quality building/construction-related products and specialist in its niche market. The UK operation was established in 1987 and is growing rapidly and according to plan.

UK Sales & Marketing Manager

circa £30,000 + performance bonus + car

A top quality sales professional with experience of industrial sales, ideally in the construction, building, architect and specifier markets

The prime task of this appointment will be to increase market share and achieve greater penetration of the UK market, selling to major accounts and providing a strong, professional level of service support to customers. This will involve taking full responsibility for planning and identifying marketing strategy to develop and promote the business. The appointment demands a hands-on approach and an understanding that sales are achieved in the field and not in the office. The person appointed will have considerable autonomy in running the UK operation, managing an internal and field sales team, and full control of the sales and profitability budgets.

Candidates, aged around 28-38, should have achieved a good standard of academic and professional qualification, to degree or equivalent level. The successful candidate will be energetic, self-disciplined and meticulous in attention to detail and possess a strong industrial sales background. Motivational skills are also essential, as the appointment leads the small, high-quality UK team of staff working under considerable pressure. The appointment is based in Sittingbourne, Kent, but will involve considerable UK travel.

New Appointments Group

Brief, but comprehensive, career details, in strict confidence, to Gerry Cassell, New Appointments Group, The NAG Business Centre, Bell House, Bell Road, Sittingbourne, Kent, ME10 4DH. Telephone (0795) 424387.

DHL
WORLDWIDE EXPRESSGENERAL
MANAGER

Western Africa

DHL is the leading international courier service, operating in more than 190 countries worldwide. With a global turnover of \$2.5 billion, the company continues to grow rapidly and profitably.

DHL seeks a General Manager for their Western Africa operation based in Lagos. Particular emphasis is to be given to developing outbound business, building service standards and the training of local personnel.

Candidates for the position should have a minimum of five years experience in senior line management at Country level. Experience of operating in a similar international environment is crucial. Candidates should possess excellent man-management and communications skills. They should be able to demonstrate maturity and a commercial approach to business opportunities. The salary is attractive and there would be further career development opportunities within DHL internationally.

Please write, enclosing a full career/salary history and daytime telephone number, to John Siegh FCCA quoting reference J/47/S.

Robert Cooper, 101, 101, 101, 101, 101

INVESTING IN PEOPLE FOR A PROSPEROUS TOMORROW



SUSSEX BUSINESS OPPORTUNITIES

Sussex TEC's mission is to equip people and employers with the skills needed to secure success, prosperity and quality of life. In its first year, the Company has set up offices in Hove, Chichester, Crawley and Heathfield, established four Training and Enterprise Networks and launched a range of employment and training initiatives with a spend of some £25 million. They now seek a number of individuals to continue focusing action and promoting change throughout Sussex. They offer successful candidates the opportunity of assisting individuals and businesses within the community. Sussex TEC is an Equal Opportunity employer.

DIRECTOR OF BUSINESS DEVELOPMENT

Horsham c.£35,000 plus performance related bonus, car and executive benefits. Ref: 2569/1ST

This is a high profile role that demands someone with excellent interpersonal skills, an experienced and successful negotiator who is able to communicate effectively with a wide range of audiences. Reporting directly to the Chief Executive, the key responsibilities consist of corporate and policy planning, contract negotiation with central government, market research, product development and education/business initiatives. The successful candidate will be expected to develop relationships with government departments, local authorities and numerous other employers and organisations. Experience in both the private and public sectors would therefore be ideal, as would a knowledge of Training and Enterprise Councils, related government initiatives and the relations between education and business. Previous experience in corporate planning and market research will enable the

appointee to understand the TEC's strategy, customer base and activities quickly. Creativity, an innovative approach, the ability to operate under pressure and to motivate others are key attributes.

BUSINESS DEVELOPMENT MANAGER

Horsham c.£21,000 Ref: 2569/4ST

This is a senior role that requires someone of degree calibre, able to assist the Director of Business Development with contract negotiation, planning, policy, product and service development together with a wide range of TEC initiatives, promotional activities and the Investors in People programme. Candidates should have prior exposure to business planning, preferably in the private sector or as part of a team in a larger organisation. Knowledge of the interface between education and business and an awareness of TEC and central government education and training initiatives is desirable. The successful applicant will be a highly motivated self-starter, a person of confidence, with initiative and excellent interpersonal skills.

TRAINING & ENTERPRISE MANAGER

Heathfield c.£18,000 Ref: 2569/5ST

This newly created post requires someone with first-class interpersonal and communication skills. She will develop contacts, market products and services, negotiate and meet testing targets within set negotiating budgets. In particular, the post involves local development, delivery and management of existing and new business support services. The ability to liaise at all levels with a wide range of private and public agencies, including consultants and local businesses is essential. The post also involves negotiating contracts and

work placements with employers. The successful applicant is likely to have a private sector business background.

QUALITY MANAGER

Horsham to £25,000 plus performance related bonus. Ref: 2569/2ST

The function of this post is to develop a Total Quality Strategy in a dynamic service environment and to market and implement this strategy throughout the Company and its training suppliers. Excellent communication and presentation skills are pre-requisites, as is a proven track record in the implementation of TQM and BS5750 ideally within the service sector.

If you are interested in any of these positions, all of which require the ability to drive, please write with your CV to James Forte/Tim Knight at KPMG Selection & Search, 2-3 Dorset Rise, Blackfriars, London EC4Y 8AE, quoting the job title and reference number. Your letter should explain concisely why your skills and experience are relevant and we would appreciate being given your most recent remuneration details, whether you are a current owner with a clean licence and your work and home contact numbers. Discretion and confidentiality are assured.

KPMG Working with Sussex business
Brighton; Gatwick

Abbott Laboratories Limited

Maidenhead

With turnover in excess of US\$7 billion and interests which span the world, Abbott Laboratories is a leading player in the healthcare and pharmaceutical industries. The company enjoys an outstanding reputation for excellence of performance throughout its broad range of businesses, which encompass pharmaceutical, chemical, agricultural, nutritional, hospital and diagnostic products.

A need has arisen for an able and experienced human resources professional to join the group as UK Personnel Director.

Reporting to the UK Chairman and Managing Director, the appointee will be responsible for all personnel policy and its implementation. This is, therefore, a broad ranging role encompassing all aspects of the personnel function, including compensation & benefits, management development and training, employee relations and succession planning.



MANAGEMENT SELECTION

32 OLD BURLINGTON STREET, LONDON W1X 1LB FAX: 071-287 2821. TELEPHONE: 071-287 2820.
A GKR Group Company

UK Personnel Director

Excellent Package

Probably aged 38 - 45, candidates should be graduates with senior level, generalist personnel experience in manufacturing industry, including exposure to a US company environment. Key attributes must include first rate communication skills, considerable personal stature, the highest professional standards and complete integrity. Sensitivity to and understanding of HR issues at all levels will also be essential.

The excellent remuneration package comprises a highly competitive base salary, performance-related incentive, scheme, contributory pension, executive car and eligibility for share options. Relocation assistance will be provided where appropriate.

Interested applicants should write, enclosing a detailed CV, to Roger Howell at the address below, quoting reference number 135J.

SALES DIRECTOR

South East

c£40,000, car

This position will appeal to a sales professional with the skills and negotiating ability to personally close and then support through a total quality service major contracts with the large users of paper including publishers, office products companies and the major institutions. The client is the UK operating subsidiary of a substantial European paper producer which is currently undergoing a major investment programme with a view to increasing market share. Reporting to the Managing Director, responsibility through a small team is for the achievement of sales targets for the UK markets in a range of paper products, some of which are sold via merchants, others direct to the larger end users. The potential of the position is significant; the challenges many and varied. Candidates aged 35 to 45, ideally with a business qualification or degree, should have a proven background of success in negotiating large volume contracts in paper, printing or packaging products and be capable of both direct sales and marketing via merchants. Considerable presence is required as is an ability to think strategically and operate within a performance culture and large group context. The benefits package is comprehensive and the prospects are excellent for a high achiever. Please forward in absolute confidence a full curriculum vitae to Adderley Featherstone plc, 12 Harley Street, London W1N 1ED. Tel: 071 323 4664. Fax: 071 436 8954.

ADDERLEY-FEATHERSTONE plc

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MANAGER OF INFORMATION TECHNOLOGY

EXCELLENT BENEFITS PACKAGE

CABLE LONDON PLC provides cable TV and telephone services in domestic and business markets in North London.

To Cable London, IT systems are part of the technical and service infrastructure upon which the business depends. A senior manager is required to lead the small team of systems professionals who provide IT support to the operating divisions. The position involves comprehensive day-to-day management and co-ordination of services, and PC/LAN (Novell) based office systems. Specialised systems are also in use in Planning and Engineering.

Apply with CV to: Ian Tilling, Personnel Manager, Cable London plc, Progress House, 50 Clarendon Road, London N8 9BX

CASE-ACC is the leading British manufacturer, distributor and exporter of cash handling equipment. We now have a vacancy for an

OPERATIONS DIRECTOR

£25K + Substantial Bonus + Car + Benefits. Joining a young and dynamic management team, the Operations Director will be responsible for our extensive manufacturing and service departments. Key character requirements are effort, enthusiasm, autonomy and people skills acquired through line management.

The successful candidate will either be a qualified accountant or have several years manufacturing experience. The likely age range will be 25-35. A degree will be advantageous. Benefits are in line with those of an expanding division of a successful UK based plc.

Please supply in writing, enclosing full cv and current salary to: Mrs. M.A. Townsend, Personnel Officer, CASE-ACC Ltd, Unit 10 Cranston Hill, Industrial Estate, Harford, Herts SG13 7NE. CASE-ACC is an equal opportunities employer. No Agencies please.

CASE

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- The best training programme in the industry
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- A total compensation package yielding very high earnings
- A truly exciting working environment.

If you live in London, aged 25-35 and need a challenge, Today 10 am to 5 pm - 081 886 2800. Mon-Fri Tel: 071 572 0006 Fax: 071 323 6657.

Director... and needing a job

By working together we have found a most interesting way to find the right job. Our methods lead to hundreds of opportunities at senior level across a wide range of services and industries. £40K. Continued professional support from just in time Special Government interest line can help you ever, if required. Call us on 071 488 1321 to learn how we can help you help yourself.

Management Career Consultants, 41 Tower Hill, London EC3N 4HA. A member of the Hambros Group.



Dun & Bradstreet International

Manager of Decision Systems

c. £35,000 + benefits + car High Wycombe

If you know your statistical analysis from your predictive modelling, make a decision that counts.

All businesses live or die, succeed or falter on the quality of their decision making. Accurate, timely and cost effective decision making is only ever achievable when you have all the available data at your fingertips.

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To succeed in this role you will need a good degree in Economics, Statistics or a related field, together with an impressive background in quantitative methods. A proven ability to develop and lead complex business analysis projects is essential, as are excellent organisational and interpersonal skills. Above all, you'll need professional credibility to communicate both internally and with customers at the highest levels. As such, you're likely to have at least five years' relevant experience, including practical experience of large database statistical analysis gained in a commercial or academic environment.

In return for your vision, drive and expertise, we can offer a highly competitive salary and a benefits package that includes a bonus scheme, company car, 25 days holiday and free medical healthcare. Your career prospects, we guarantee, will be an accurate reflection of your abilities and ambitions.

To apply, send your full CV, quoting current salary details, and a covering letter outlining your suitability for this position, to: Maureen Kemp, Personnel Manager

Committed to your success

D & B Europe Ltd
Holmers Farm Way, High Wycombe, Bucks HP12 4UL

BUSINESS DEVELOPMENT

Science Based Industry

c.£40K + Car

Our client, a medium sized international market leader in filtration and purification, seeks to strengthen the Chief Executive's office to expedite the strategic development of the group through acquisition and organic growth.

This is a key new appointment in the implementation of a capabilities based strategy. Main objectives will be to search for and secure acquisition opportunities, facilitate the evolution of new business sectors and the development of new territories based on exploiting the group's technologies and skills.

The successful candidate is likely to be a science graduate, probably in his or her early 30s, with 2 years business experience after an MBA. A senior marketing position in a multi-national healthcare or similar science-based company after an earlier career in R&D would be the ideal background. Numeracy and the ability to facilitate and coordinate business development with heads of operating units are essential qualities.

The remuneration package includes company car, comprehensive benefits and assistance, where necessary, in relocating to the South East. This is an excellent career development opportunity.

Applicants should write, in confidence, giving full personal and career details, quoting ref. 110-ST, to:

ST. JAMES'S MANAGEMENT RECRUITMENT
33 St. James's Street, London SW1A 1HU
(071-493 1788)

The Recruitment Division of John Lloyd & Partners Limited, Management Consultants

senior management opportunities in IT

Home Counties

up to £40,000

A major investment in information systems by a £1 billion leader in the distribution and retail sector has created openings for two senior IT professionals to report directly to the Head of Information Systems.

systems manager

To provide leadership in the development and implementation of information systems in an open systems environment, to support all aspects of the business at branch and central level.

Candidates must have at least five years experience of managing the implementation of large systems in distribution/retail and possess the skills to interface with up to director level.

Ref 40/1

systems support manager

To lead a team of 20 people engaged in the production of business information, providing a help desk, undertaking user training and installation, small store systems operation together with support and quality assurance for central and branch operations.

Candidates must offer 5 years experience in distribution/retail, running a department covering the functions set out above, where a 24 hour service to a national network of branches is critical.

Ref 40/2

Both positions will be expected to make an immediate contribution to the success of this major thrust to transform the company's information systems. These managers must have the stature to deputise for the Head of IS and therefore only candidates of graduate calibre with communication and interpersonal skills of the highest order will be considered. Generous packages reflect our client's determination to attract high achievers.

Please send full CV and details of how you measure up to the position sought to Bernard Grant, PK Selection, Russell Chambers, Covent Garden, London WC2E 8AA. Fax: 071 240 0386.

pkS

PK SELECTION
International Search & Selection

In order to establish the Kenya Wildlife Service (KWS) as a sustainable and efficient organisation able to manage Kenya's wildlife and protected areas, the ODA is contributing £12M to a US\$143M multi-donor project. The objective is to protect and conserve natural resources and thereby promote earnings from tourism which currently comprise 37% of Kenya's foreign exchange earnings.

Commercial Manager

£50-£55K p.a. + Benefits

As a key senior manager, your role will be to identify the commercial opportunities and challenges facing the organisation and lead the realisation of the benefits.

Specific duties will include the creation of the optimum business strategy, to ensure commercial viability, including diversification of income earning opportunities, and the subsequent development of the business plan. In order to monitor the post implementation effectiveness, you will establish an organisation which will monitor commercial performance, while continually seeking out opportunities for commercial growth and development.

You must be able to demonstrate a full range of commercial skills including marketing, brand management and contract negotiation, while your career record must illustrate your drive, enthusiasm and communication skills.

QUALIFICATIONS

Your successful senior level experience will have been gained within a major commercial organisation and you must have a demonstrable track record of creating markets for products, preferably internationally.

TERMS OF APPOINTMENT

Salary (UK taxable) will be £50K - £55K p.a. for the duration of your appointment which will be for 3 years. Additional benefits will include a tax free Cost of Living allowance, children's education allowances, free accommodation and paid passages.

For further details and application form, please call Anna or Christine on 0355 843232/3533, from 9.30am - 5.30pm TODAY or during normal office hours, or write to the Appointments Officer Ref No AH367/CP/ST, Abercrombie House, Eaglesham Road East Kilbride, Glasgow, G75 8EA. Closing date noon Friday 18th September 1992.

ODA is committed to a policy of equal opportunities and applications for this post are sought from both men and women.

ODA

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Our client is an international leader in the provision of technology and consultancy services. Its growing involvement with some of the largest and most complex assignments has led to a continuing need for close and accurate financial management of major projects.

A commercially aware accountant with proven project experience is now sought to extend and manage the client accounting function. Reporting to the Finance Director and with responsibility for a growing team, the priority of this role will be the enhancement and implementation of sophisticated financial control and management reporting systems. The appointed candidate will work closely with senior management and other parts of the finance function and will be involved at all stages of client projects. Responsibilities will include the review of fee estimates and pricing arrangements, timely billing and collection of fees, control and reporting of sales

order backlog, ensuring that projects are executed according to plan and management reporting to both project and senior management.

Applicants should be graduates and qualified accountants with 3-5 years' relevant post-qualification experience gained in a challenging commercial environment. This demanding role calls for a blend of highly developed management, communication and analytical skills coupled with an adaptable and practical orientation. Above all, high levels of energy are required together with strong personal presence and the ability to establish rapport with clients and senior management.

In the first instance, please write in confidence enclosing a CV to John Maxted at Digby Morgan Consulting, London House, 53-54 Haymarket, London SW1Y 4RP. Fax 071-930 4261. Tel: 071-925 0177.

DIGBY MORGAN

Executive Search - Selection - Human Resources

Secretary & Chief Executive

The Sussex Archaeological Society has recently produced a Corporate Plan covering all its activities. It now wishes to appoint a Chief Executive to head its staff and implement the Corporate Plan.

The Society is a major learned body which operates seven museums and historic buildings and is actively involved in research.

The person appointed will have management experience including finance, personnel and knowledge of committee procedure.

Experience in the heritage/archaeology/museum fields, although desirable, is not essential. No age limit. A part-time appointment might be considered. Salary in the region of £25,000 p.a.

Please write in confidence with full CV to: Derek White, Sussex Archaeological Society, Ball House, 92 High Street, Lewes, East Sussex, BN7 9XL. Closing Date 21st September 1992.

Sussex Archaeological Society

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200,000 p.a., 12 months contract. 100% bonus. 1992. Please to the Managing Director for independent British business. 071 539 6555 (London & East). 071 5354 (Sheffield & West). 011 581 5721 (Midlands). 011 581 5721 (North). 085 739291 (Glasgow).

Major player in the insurance industry. New business sales executive. Previous sales training and leadership City experience.

Very exciting opportunity. Only dynamic new business executives aged 25-35 with proven sales track record. Please call.

Claire Edwards or Eve Constance on 081-697 0160 Mon/Fri 9.30-5.30pm. Tel: 071-754 8155 W/days.

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Direct Delegate - Creative. Client industry: Sales - O.T.E. £20,000 p.a. plus bonus. Excellent post-qualification experience gained in a challenging commercial environment. This demanding role calls for a blend of highly developed management, communication and analytical skills coupled with an adaptable and practical orientation. Above all, high levels of energy are required together with strong personal presence and the ability to establish rapport with clients and senior management.

In the first instance, please write in confidence enclosing a CV to John Maxted at Digby Morgan Consulting, London House, 53-54 Haymarket, London SW1Y 4RP. Fax 071-930 4261. Tel: 071-925 0177.

PROFILES

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Director of Human Resources

Aberdeen

£45,000

This is a new, board level appointment at the centre of a 3,000-strong, rapidly changing multi-unit organisation which provides a range of essential services in the north-east of Scotland.

The role responds directly to the Chief Executive, and the prime task is to lead strategic HR change throughout the organisation, advising and supporting the board and line management during a period of intensive organisational and staff development.

The requirement is for a record of success at or near board level, using wide ranging IR and HR skills to create

change, especially in terms of costs and reward strategies aimed at achieving corporate objectives. Prerequisites are broad HR experience in a large multi-discipline organisation, high professional competence, energy, drive and the personal stature to command respect at board level.

Remuneration: Negotiable around £45,000.

Age: Ideally 40-45.

Please write in complete confidence to Peter Craigie as adviser to the board, Ernst & Young Corporate Resources, 17 Abercromby Place, Edinburgh EH3 6LT.

ERNST & YOUNG

Vocational Training Council HONG KONG

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Vocational Training Council: The Vocational Training Council (VTC), a statutory body responsible for government assisted manpower training in Hong Kong, established The Management Development Centre of Hong Kong in 1984. Functions of the Centre include research, development, collaboration and promotion of management development and training in Hong Kong. The Centre has a director, 9 management advisers, a comprehensive library and range of management information services, a library, and supporting staff. The work requires contact at all levels in business, industry and academia. Languages of communication are English and Cantonese.

Qualifications: Applicants must possess a degree and preferably a higher qualification in management or a related field. They must have ten or more years post-degree experience with at least five in management, management consultancy or management research, and also substantial experience of designing and applying management development methods. They must be knowledgeable in a range of management techniques and research methods.

Experience of overseas business environment and practical knowledge of small business operations in manufacturing and service industries would be an advantage. Applicants should be highly proficient in the English language and able to write management material at a quality standard acceptable to international publishers.

Conditions: Salary for Senior Advisor: HK\$47,420 - HK\$54,635 per month (approx. £3,190 - £3,680* per month), depending on qualifications and experience. *Based on exchange rate £1 = HK\$14.87 as at 14.8.82 (subject to fluctuation).

The appointee will be offered an initial contract of 4 years (inclusive of leave) plus a terminal gratuity equal to 25% of the basic salary earned during the contract period upon satisfactory completion of the appointment. Thereafter, the appointee may be offered either contract or superannuable terms at the discretion of the Vocational Training Council. Fringe benefits include leave and passage, subsidised housing (i.e. accommodation will be provided for which the appointee will have to pay rent at the rate of 1% of his salary), medical and dental treatments, children's education allowance and school passage.

Application: Application letter together with a full curriculum vitae and a two page summary of management and management development experience should be sent by post or fax to (no. 852 838 0667 or 852 572 9900) to the Executive Director, Vocational Training Council, VTC Tower, 27 Wood Road, Wanchai, Hong Kong. Application closes on 26 September 1992 and those posted by airmail should be sent out on or before 19 September 1992. Interviews will be arranged in London in late October, 1992.

Strategic Marketing

Commercial Electronics

£38,000 + Car

Home Counties

Our client, a UK based multinational organisation, is a leading force in the design and manufacture of sophisticated commercial electronic equipment.

Intent on maintaining an aggressive worldwide marketing policy and their market leading position within the communications sector, they now wish to appoint a Market Planning Manager with the ability to develop strategic plans which embrace the objectives of the company's main business groups. The identification and entry into new markets created by technology and product developments will also be a key task.

Success in the role will open up exciting career opportunities in business management.

To qualify you will need to be educated to degree level in an electronic discipline and possess sound commercial acumen and proven international marketing skills gained in the instrumentation, communications or information technology industries. Fluency in a European language would also be a distinct advantage.

Interested candidates should write, enclosing a detailed CV to Robert Wilkinson at Robert Wilkinson Associates, Tudor House, 649 London Road, High Wycombe, Bucks, HP11 1EZ. Tel: 0494 473331.

Robert
Wilkinson
Associates
Human Resource Consultants

MONEY MARKET MANAGER

Money Markets & Foreign Exchange Products

Our client is a major international organisation involved in the distribution of foreign exchange and money market information. Renowned as progressive market leaders, they now wish to appoint a Treasury Specialist to be based in London.

An accomplished track record as a Dealer in Money Markets, Foreign Exchange and related derivatives is essential as the essence of the brief is to maximise revenues by ensuring the Company's products meet the market's dynamic information needs, whilst remaining competitive in terms of content, response.

The successful candidate, male or female, will be responsible for the production and implementation of a business strategy to determine the direction of future Treasury Market Products.

Dealing at the highest level with clients, governments, exchanges and industry associations you must possess impeccable communication and negotiating skills. The same skills will also be required in liaising with senior management and sales and marketing staff to ensure the appropriate sales strategies are implemented.

The remuneration package will fully reflect the importance of this position.

S S S S S

Applications in writing please to:
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TRL

TRL - the Transport Research Laboratory at Crowthorne, Berks - is one of the world's leading centres for research in transport. Its management is now undergoing radical change.

TRL's 630 people and turnover of £38m represent major investment in enormously varied fields of transport R&D, such as:

- innovative in road materials designed for safety & quietness;
- cost-effective motorway widening;
- tackling traffic congestion and pollution;
- driver behaviour and vehicle safety.

TRL is an executive agency of the Department of Transport. TRL also works in over 70 countries worldwide, and provides research and advanced consulting services to the private sector.

TRL is now changing to develop new clients and services, to become more customer-focussed in its relationship with existing clients, and to increase sharply the proportion of business which is competitively won. Two key appointments - Finance Director and Business Development Director - offer outstanding individuals with commercial flair the opportunity to join TRL's reshaped top management team at a time of unusual opportunity.

FINANCE DIRECTOR-

salary potential exceeding £40,000

The Finance Director will take TRL's financial systems and the way those systems are used by scientists, engineers and business managers through a quantum leap. He or she will complete the implementation of a new management information system and build on the restructuring of TRL into business units which took place earlier this year. Both of these foundations are designed to enable TRL's business and programme managers to sell, price, invoice and control their activities on a detailed project basis.

Candidates will be qualified accountants with strong motivation, drive and interpersonal skills, and with senior management experience which includes delivering change comparable to that described. Experience of environments which include one or more of: research; high added value consulting business; government; will be an advantage. The skills to enable TRL to address the financial aspects of possible joint ventures, for example with the private sector or other partners, will also be an advantage.



BUSINESS DEVELOPMENT

DIRECTOR-

salary potential exceeding £40,000

The Business Development Director will be responsible for the identification and implementation of a total marketing strategy. This will include the analysis of opportunities to exploit existing research, to sell new research projects and to offer new related services. To do this the appointee will need to achieve excellent relationships with TRL's business and programme managers, and to support and oversee the implementation, throughout the Laboratory, of a customer-focused culture. He or she will also be fully involved in developing top level relationships with public and private sector organisations in the UK and overseas, and in generating sales.

Candidates should have a successful track record of marketing at a senior level to the public and private sectors, allied to strong motivation, drive and interpersonal skills. Understanding of the marketing of research is highly important. Experience ideally of transport, or of relevant

engineering or scientific environments, will be an advantage as will international experience. Professional qualifications are not essential but the successful candidate will be of graduate calibre, possibly qualified in engineering or science as well as in business or marketing.

YOUR NEXT STEP

To find out more about either of these appointments, including information on how to apply, please fax your name and address or send a self-addressed A4 envelope (not a CV) to: Annabel Wade, Saxton Bampfylde International plc, 35 Old Queen Street, London SW1H 9JA (fax 071 222 0489) to arrive by 15 September 1992 quoting the appointment in which you are interested.

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THE DEPARTMENT
OF TRANSPORT

Senior Business Analyst

c. £32,000 + lease car

Powering many thousands of homes and businesses throughout the capital, London Electricity is a £1 billion turnover organisation. The power for our own profit performance lies in an innovative, forward-thinking new business strategy which seeks both to capitalise on our core business and to search out and develop new business opportunities. This is the responsibility of our Business Development Group.

A key contributor to strategic development, your brief will be to identify, target and exploit new opportunities arising through organic growth, joint venture or acquisition. You will be expected to assist with the negotiation of deals and the presentation of strategy and specific deals to the Board.

For this commercially-driven and intellectually challenging position, you will need to be a graduate in a numerate discipline ideally with a financial qualification. Your academic background will need to be supplemented by at least five years' good business experience.

You'll need the ability to assimilate, understand and interpret complex financial data, along with the confidence and business credibility to debate sophisticated concepts at Director level. First rate analytical skills and the ability to influence current business thinking are prime requirements.

Salary is supported by a comprehensive benefits package.

To apply, please write with full CV to Sue Adams, Personnel Division, London Electricity plc, Templar House, 81/87 High Holborn, London WC1V 6NL.

Closing date: 18 September 1992.

Committed to Equal Opportunities.

**LONDON
ELECTRICITY**

BUSINESS DEVELOPMENT DIRECTOR

Specialists in Business
Development in Retailing
& Consumer Markets

MANAGEMENT HORIZONS

Europe

If you are engaged in business development in retailing, consumer brands or commercial research marketing, this position could be an attractive and challenging opportunity for you. The responsibility would involve directing the Retail Intelligence division of this company, identifying and developing opportunities for its expansion.

The company is a leading international firm specialising in business development projects in both retailing and consumer markets.

The right candidate for this position should have the following characteristics:

- experience in retailing or consumer brand marketing
- aged 30-40 years
- proven revenue-generating ability
- good leadership and presentation skills at director level

You would join a team that is hard-working and ambitious for growth, both nationally and internationally across Europe.

The remuneration package includes attractive salary, non-contributory pension & private health scheme, car and profit-sharing. If this is appealing, please send your CV to:

Edward Whitefield, Chairman, Management Horizons Europe
Waverley House, Lower Square, Isleworth, London TW7 6RL. Telephone 081.560.9393

Environmental & Safety Manager

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- Develop and promote policies to ensure compliance with health, safety and environmental legislation and the industry Code of Environmental Practice
- Define standards, monitor and audit performance against the standard and develop an information database
- Co-ordinate the activities of safety specialists
- Liaise with estates and engineering specialists on environmental matters
- Provide practical advice and develop solutions for operational management.

Professional qualifications may be in Civil, Mechanical, Chemical, Mining Engineering, Estates Management, or similar discipline, supported by comprehensive knowledge of the legislation and practical experience as a line manager, safety or environmental specialist.

You must be a self-starter, able to think and write clearly/precisely, with good presentation skills. The ability to take initiatives and achieve success in policy implementation and the adoption of good practice by "effective selling", is also vital.

The package will comprise attractive salary, car, health insurance, pension and life assurance, share option scheme and profit related bonus.

To apply, write with c.v. including salary indicator to:
F. Alexander, Divisional Personnel Manager,
Tarmac Quarry Products Limited,
Millfields Road, Eppingham, Wolverhampton WV4 6JR.

**Tarmac
Quarry Products**

Chief Executive

For the display and retail services division of an expanding marketing services group.

- **RESPONSIBILITY** is to the Group Chief Executive for the provision of strategic direction to the division, building on its strong market position and improving turnover and profitability.
- **THE NEED** is for experience with a proven track record in sales and marketing. Highly developed management and commercial skills are essential.
- **SALARY** in excess of £45,000. Preferred age range 35-50. Location West Yorkshire.

Write in confidence, enclosing a Curriculum Vitae,
quoting ref. L7513 to:

**TK
SELECTION**

8 Hallam Street, London W1N 0BJ. Tel: 01 580 0114 Fax: 01 581 5417
A DIVISION OF TYZACK & PARTNERS

HOUSING ASSOCIATION

Chief Executive

Salary negotiable from £52K

The problem of providing high quality affordable accommodation to those in housing need is undoubtedly one of the key issues facing us today.

At West Kent Housing Association we already provide over 6000 homes, and have plans for expansion that could soon see us become one of the largest providers of housing in the South East. With a recently approved corporate plan, you will lead us through this period establishing West Kent as a market leader amongst the first voluntary transfer housing associations.

As Chief Executive, your role will be to oversee our growth, formulating policy and practices and developing a corporate strategy that ensures maximum expansion while maintaining stability and confidence. You will be responsible for leading a team of executives to control the management of all day-to-day issues. Raising the profile of the Association is also a key task, seeking to work in partnership and ensuring that we develop a positive image with all appropriate agencies, including the Housing Corporation and local authorities.

You will need significant experience in housing services or a related field at a senior level with proven ability of developing business opportunities in this sector. You should be a graduate with a professional qualification and a sound grasp of complex financial issues along with the ability to communicate effectively with staff at all levels and the Association's Management Committee.

In addition to a fully commensurate salary there is also an excellent benefits package which includes 30 days holiday, executive car, contributory pension scheme and health care scheme.

Closing date: 18 September 1992

Please send full career details to:

The Personnel Director,

West Kent Housing Association Ltd,

3 White Oak Square,

London Road,

Swanley BR8 7WG.

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In order to fully exploit our major development plans, we are now seeking highly competent sales executives who can demonstrate empathy and credibility with our professional clients.

Likely to be aged 27-35, candidates should be able to think conceptually, communicate effectively and have a proven successful background in selling total business solutions. Above all you should have the ability to win new business and manage those opportunities with confidence and maturity over a sustained period of negotiation.

Energy, commitment and a desire to succeed are prerequisites for these outstanding career opportunities.

Interviews, which will be held in London, are being arranged immediately so contact today. In the strictest confidence, our Advising Consultant, Richard Champion on 0662 884166 between 2 p.m. and 6 p.m., or during office hours on 0662 883638 (24 hour answering service). Alternatively please submit a Curriculum Vitae to: Richard Champion, Champion & Partners Ltd., Palladium House, 141 Worcester Road, Hagley, West Midlands DY9 0NW.

DIRECTORS/MANAGERS

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To help us do this we would like to talk to already successful people, particularly in the areas of strategy, quality, people and the management of change. You may be a senior executive considering going into consultancy. Perhaps you are an independent consultant wishing to expand. Alternatively, you may be in corporate consultancy but want more recognition.

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Interested? Then telephone us now to arrange an informal discussion or write to:

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12-14 Cloisters House, 8 Bateman Park Road,
London SW8 4BH. Tel: 071-627 2123

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EAST MIDLANDS 0533 785708 • LONDON 071-627 2123 •
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N. Home Counties £35,000 Plus Car

Possessing an excellent reputation within the Datacomms marketplace this company seeks a Product Marketer with experience of the industry to define a strategy that will maximise marketshare and profitability for a range of LAN applications.

Your experience will be a good commercial and technical blend including expertise in strategic product planning, market research and product definition. If you are a graduate, late 20's to mid 30's with a high level of drive and a go-ahead personality you will appreciate the career potential this company can offer.

Contact Clorine Carroll or Maggie Lawrence today (Sundays between 2pm and 5pm, alternatively send your CV).

SALES & MARKETING

appointments

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DIRECTOR OF OPERATIONS

c.£57,000
+ benefits

**Allied
Signal**

based
Bristol

Our client, Bendix Heavy Vehicle Systems Group, part of the Allied Signal Corporation, is a major supplier of heavy truck, bus and coach air brake systems.

A director of operations is required for their Bristol manufacturing facility employing around 900 people. The position reports to the US-based Divisional Vice President, and specific responsibilities will encompass management and control for all product-focused manufacturing and support departments, with particular emphasis on rapid and continuous improvement in the areas of Total Quality Management, JIT manufacturing and profit improvement.

The successful candidate will coordinate all site activities including engineering, sales and marketing, finance, MIS and employee relations. Candidates are likely to be aged 35-50, possess a degree in engineering/management, and have extensive experience and a proven record of accomplishments. This will highlight a complete understanding and proven successes in the implementation and application of TO and JIT manufacturing techniques, preferably in the automotive industry.

If you are interested in this challenging opportunity and meet the criteria outlined, please send a full curriculum vitae to Tony Williams at the address below, indicating your present salary and a home telephone number.

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Midlands

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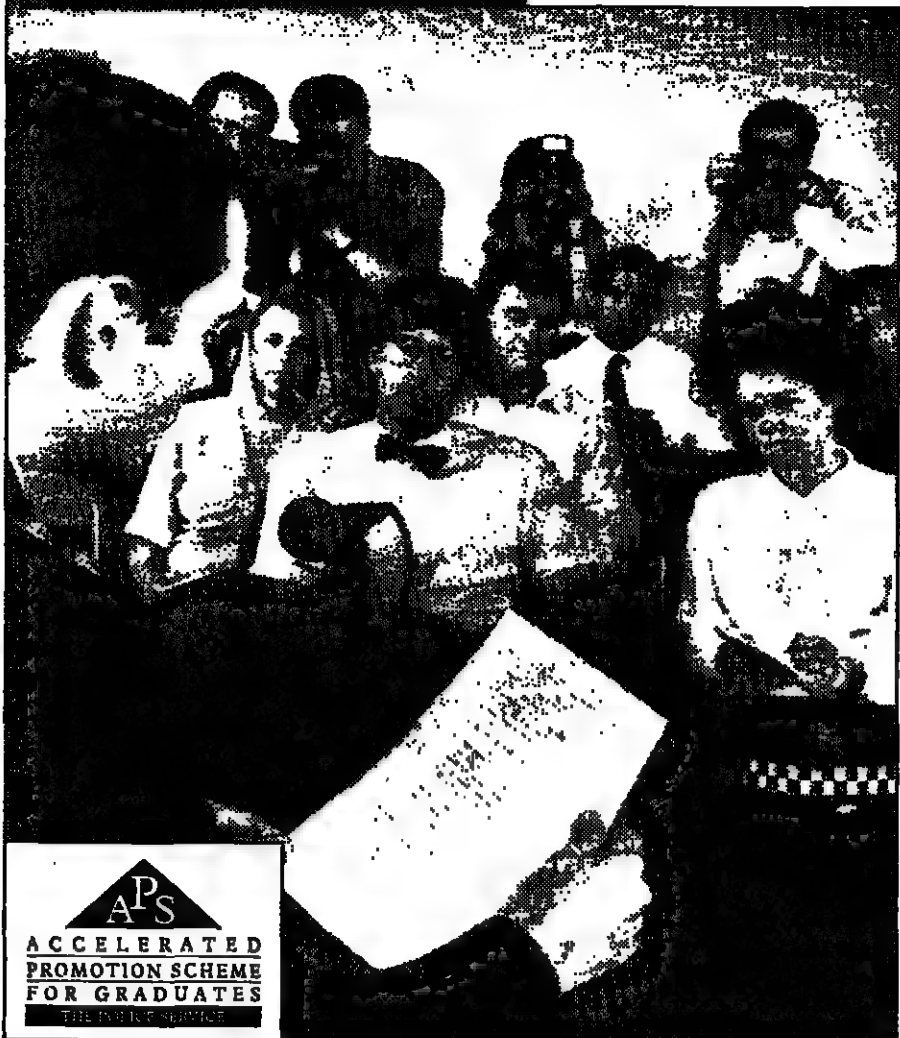
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Mr/Ms _____ Date of Birth _____

Address _____



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- Experience of UNIX based environments.

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Please contact, in absolute confidence, Julian Howell-Jones, (CV/2544), Star Executives, (Executive Recruitment), 9/10 Market Place, London W1N 7AG. Tel 071 580 0843 (24 hr ans) Fax 071 637 7127

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To apply, write enclosing your CV and quoting the appropriate reference, to Christine Gladen, Sequent Computer Systems Ltd., Weybridge Business Park, Addlestone Road, Weybridge, Surrey KT15 2UF. Fax 0932 859220.



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If you have the necessary experience and ability to be considered for this challenging position, please apply giving details of your career to date and present salary to:

Martin McEvoy, Group Personnel Manager,
Bryant Group plc, Cranmore House,
Cranmore Boulevard, Solihull, West Midlands B90 4SD.
Tel: 021-711 1212



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Our aim is to continue to develop a sizeable permanent customer network in the UK and to expand across Europe in a highly competitive market.

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Applications enclosing a full CV should be sent with current salary details, in confidence to: Ian Binks, Personnel Director, SIS Limited, Satellite House, 17 Connaught Street, London N1 6DR.



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The working culture is positive, dynamic and vivacious, and someone with similar attributes will thrive in this lively environment.

This is an opportunity for a true professional to grow within this challenging organisation and offers a highly competitive salary and a truly impressive range of benefits.

In the first instance, please write with your CV to Christine Thomas at the address below.

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Telephone: 071 630 9090 Fax: 071 630 9090

هكذا من الامم

A fight for the right to work

Disabled people still find their intended job routes barred by employers, reports Desmond Dearlove

Anyone who thinks the fight for civil rights ended with the creation of laws to protect people from racial and sexual discrimination should think again. In Britain today there is a minority group that faces discrimination in the job market with no legal right of redress.

Office of Population and Census Studies figures show that one in seven people in Britain is disabled. Of these, more than 93 per cent live in the community and 41.8 per cent are aged between 16 and 65. Yet only 36 per cent of disabled men and 31 per cent of disabled women of working age are employed.

A new report, written by Steven Smith of the Spastics Society, published last month by the independent Employment Policy Unit, provides fresh evidence that employers continue to discriminate. The report claims that people with disabilities are six times less likely to be called for job interviews than non-disabled applicants with identical qualifications and work experience, are nearly three times more likely to be unemployed than their non-disabled counterparts and are badly served by the only piece of legislation that has ever tried to tackle the problem.

The quota scheme, introduced by the 1944 Disabled Persons Employment Act, aims to ensure that 3 per cent of employees in organisations with more than 20 staff are registered disabled. In fact, companies continue to flout quota requirements; figures for 1990 show that fewer than 5 per cent of public sector organisations fulfilled their obligation. Since the Act's introduction in 1944, there have been only ten prosecutions.

A Spastics Society survey found that two-thirds of employers discriminated against job applicants who admitted they had a disability, even though the disability would not affect their ability to do the job. The society is pressing for anti-discrimination legislation similar to that for race or sex and now in place in the United States.

Among the reasons companies most frequently put forward for not hiring people with disabilities, aside from the morally flawed argument that able-bodied people should be given priority, is that there will be greater absenteeism. Disabled people are also thought to add to insurance costs as a safety risk and will be unable to work as efficiently as the able-bodied.

But surveys conducted since 1958 by Du Pont, the US chemical company,



Independence: Andy Walker, a trainee producer for BBC television, found more freedom to do his job when he was bought an electric wheelchair

show conclusively that its disabled employees are safe, dependable and productive. The most recent survey, in 1990, found that in safety, 97 per cent were rated average or above average and that in attendance, fewer than 14 per cent were rated below average. In performance, 90 per cent were rated average or above.

At the heart of the problem is the issue of access. For too long, access has been associated with fitting wheelchair ramps and providing lavatories with hand rails. But according to the Royal Association for Disability Rehabilitation (RADAR), fewer than 10 per cent of Britain's 6.2 million disabled people use wheelchairs or have any real difficulty entering or leaving conventional buildings. Access is more to do with the way in which employers think.

According to Susan Scott-Parker at the Employers' Forum on Disability, some companies now take a more enlightened view, she says. "The important thing is

that real disabled people come face to face with real employers."

Midland Bank and Grand Metropolitan, for instance, together with the National Bureau for Disabled Students and the Birmingham Employers' Network on Disability, recently ran what they hope will be the first of many job search skills seminars. The aim is to enable disabled students at university to acquire the skills for the jobs they want.

In July, the BBC launched its disability programmes unit (the DPU) with a production staff comprising entirely of disabled people. Vital to its approach is the creation of a new role of access and support manager. Mike Devenney, the manager, has cerebral palsy and is a self-proclaimed "trouble-shooter and hassle merchant". He organises arrangements that enable disabled staff to function more effectively. For example, in the case of Andy

Walker, a trainee producer, that meant buying an electric wheelchair to give him greater independence. But it could mean providing a sign-language interpreter, or an audio describer (someone who describes what they can see) for someone who is visually impaired.

"Half the time employers are fearful," Mr Walker says. "They look at someone with a disability and instead of saying, 'how can we help them to cope with the job', they say, 'how can we cope with having them here?' So they do nothing to improve access."

At the DPU, staff-access workers can be assigned on a minute-by-minute basis. They may be called on to do anything from driving to an outside location to taking a member of staff to the lavatory. Mr Devenney says: "Access workers are the arms, legs or senses of the person they are assigned to help. They are like human pieces of equipment. In some cases, they may operate a camera, but unlike a

trained camera operator, they make no production decisions."

Not every organisation can afford to go to such lengths. But many disabilities can be overcome relatively easily through training or minor adjustments to equipment. The barrier is often the attitudes of non-disabled recruiters. What most disabled people want is not just access to buildings, theatres or even public transport — that will come once attitudes change — but access to meaningful jobs.

Disabled in the Labour Market, available from the Employment Policy Institute, Southbank House, Black Prince Road, London SE1 7SU (071-735 0777), £3. Valuing Ability — a practical guide to recruiting graduates with disabilities, from: Employers' Forum on Disability, 5 Cleveland Place, London SW1Y 6J (071-321 6591); Radar, 25 Mortimer Street, London W1N 8AB (071-637 5400). The writer is co-author of Access Speak Loudly, a book on corporate social responsibility to be published next month by Kogan Page with Kingfisher.

THE LATEST research suggests that disabled people continue to face discrimination in the job market. So what should you do if you think that you are discriminated against in your current position, or when you apply for jobs?

Among steps suggested by the experts are:

- Choose carefully the organisations to which you apply. By looking at a company's record as an employer, you can get a good idea of its attitude to disabilities. Research will also identify companies which participate in initiatives aimed at recruiting people with disabilities.
- Ask at your local job centre. Responsible local employers may have a particular interest in recruiting disabled people. The former Disability Resettlement Officers and the Disability Advisory Services have been fused to form placement and counselling teams, which offer placement advice.
- Discuss your access needs before interview. An informal chat with the interviewer will give you a chance to gauge an organisation's attitude and to put its staff at ease with your disability.

- Meet employers face to face — some employers now target disabled graduates on the university milk round and at job fairs. Personal meetings are an excellent opportunity to educate able-bodied people and to make personal contacts that can lead to jobs later.
- Make contacts with other disabled people, who can be an invaluable source of information about job opportunities, as well as an excellent way to let off steam.

- Find out more about jobs that have been held by people with the same disability as yourself. A precedent makes discrimination less likely and makes for a stronger case at interviews.
- Create a role for yourself. More and more companies are looking to put weight behind their equal opportunities policies. This offers an excellent opportunity for disabled people to shape their own destiny.

- Volunteer for assignments that will get you noticed. Discrimination can often be overcome by a direct approach instead of waiting to be asked.
- Ask a senior manager to act as your mentor. Support and guidance from above can help to overcome discrimination if the right person is approached.

- Discuss career aspirations at every opportunity. Leave nobody in doubt about your aim to succeed.

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GENERAL APPOINTMENTS

Career Evaluation

Allied Dunbar Assurance plc have branches throughout the South East and are looking for intelligent and professionally minded people between 25 and 50 to market their range of financial services.

If you have ever wondered whether a career in sales or marketing would suit you, this is your opportunity to find out. We would like to invite you to attend a meeting to be held shortly which would discuss and explain the opportunities available within the Group and also — most importantly — offer a COMPREHENSIVE ALTERNATIVE CAREER EVALUATION exercise.

We have for many years aided ourselves in our ability to select talent from outside the financial services industry and to develop very successful Financial Planning Consultants from those who have had no experience of sales in the past.

Please write with a brief CV to: Simon Brown, Allied Dunbar, 1st Floor, Cockhouse Court, 3/7 London Road, St. Albans, Herts AL1 1AA or call 0727 856111.

Opportunities exist in the following locations: Bournemouth, Central London, Crawley, Essex, East Midlands, Oxfordshire, Lancashire/Greater Manchester, St Albans, Watford, Woking, N W London and other locations nationwide.



REGIONAL MANAGER FOR TOP FRAGRANCE HOUSE - NORTH AND EAST EUROPE

This is an outstanding opportunity for a Senior Manager to join one of the world's best known prestige fragrance companies within its European operations.

The position reports to the Vice President as part of a senior management team, with key responsibility for developing distributor business in the region, and ensuring the execution of strategy through development and application of consistent planning.

Criteria are that you should have a university business or marketing degree and proven marketing and sales experience. You should be computer literate, analytical in approach, have good interpersonal skills and a thorough understanding of sales through distributors, ideally in the fragrance industry. Although based in London, the position involves extensive travel, fluent German is essential, and other languages would be an advantage.

This is a superb career opportunity, and as such we are offering a competitive package including performance-related bonus, private health care and pension plan.

Please apply in writing, giving full career details to: Anna Weyland, Human Resource Manager - Europe, Giorgio Beverly Hills, 58 Davis Street, London W1Y 1LB.

GIORGIO BEVERLY HILLS

WANTED FUTURES AND OPTIONS SALES PEOPLE NOT BROKERS

Small progressive Retail Futures House requires five account executives to join their expanding team of highly motivated self starters.

THE REWARDS? 37%

of our commission earn in excess of £10,000 per month (comprising salary, bonus and commission)

However, successful candidates aged between 20-30, will be confident sales people who possess the ability to really command attention.

In the first instance please send a current photograph and CV to Box No 1512, PO Box Dept, Times Newspapers, PO Box 484, London E1 9BL.

TRAINEE PARTNERS

Limited positions for ambitious individuals to work within specialist team of an Associate to a major world-wide organisation.

Full training with potential for partnership and profitability. Suitable for experienced Graduates and Professionals. For further details, please call John Kilburn-Topples 071 240 4842

CLIENT DEVELOPMENT

Good presentations help companies sell. But who sells good presentations?

If you're looking for a career change, or a career move, consider The Presentation Company.

Our business is successful presentations. We work closely with a wide variety of companies to help them deliver commercial presentations of the highest professional quality - by devising the strategy, creating the atmosphere and designing the visual support.

At The Presentation Company, we do our share of cold-calling in the field, but we also dig deeper closer to home - growing the business by developing and encouraging our existing clients.

Which is where you come in. Your role - which requires commitment, enthusiasm and proven persuasive skills - is to consolidate ongoing client relationships, converting one-off wins to repeat business. Again and again.

Ideally you'll be a graduate, aged 21-28, with at least one year's commercial experience, lots of confidence and lots of ambition. You'll have every opportunity to prove your potential - in a small, hard-working team with advanced plans for expansion across Europe.

Please write, with full CV and a covering letter, to: The Presentation Company, 35 Clerkenwell Road, London EC1R 3AE.

£30,000 O.T.E. (commission only) Do you have a sales, professional or semi-professional background? Do friends turn to you for practical advice? Do you seek a rewarding and satisfying career in a growth industry of the 1990's?

You are a natural commander in the field of Personal Sales. You are a natural commander in the field of Personal Sales. You are a natural commander in the field of Personal Sales.

SALES CONSULTANT

Putney based 5th Year Operator requires a young and enthusiastic person for the winter season. Good telephone manner and good all knowledge essential.

Salary: Good basic plus commission.

Apply in writing to: James Bell, 54/56 Putney High Street, Putney SW15 1LR

CIRCA £2600 PER WEEK

Selling a 1st class product with a company which is probably the fastest growing company in direct sales in the UK today.

Working from home from company provided qualified leads. No canvassing. No competitors. If you are a car owner and interested telephone Mr. Conway on 071-538 1361 and 071-515 3803 or, if you live in the North Mr. Pritchard on 0800 388011 NOW.

INTERNATIONAL MANUFACTURER/DISTRIBUTOR COMPANY NEEDS

COMMUNICATIONS PROJECT MANAGER

Must have good knowledge of wireless data/telecommunication markets and is preferable if the candidate has a computer/communication engineering background. For further information contact Sally 071 352 0600

ENGINEERS

The Royal Navy relies on sophisticated hi-tech systems to carry out its role. It's the job of our Engineer Officers to keep those systems operational in some of the most demanding environments in the world.

The engineering challenge is big, but it's not the only one you face.

Engineer Officers also assume all the management responsibilities of a Royal Navy officer. Organising your team of Technicians. Looking after the welfare of 30 or more ratings. And playing a full part in the running of your ship.

It takes a special kind of person to meet the double challenge. To help you discover and develop the talents you'll need, we can offer financial sponsorship while



WORK WITH OUR SYSTEMS AND TURN YOURSELF INTO A TEAM MANAGER.

you're at university, and in-service training to Degree standard leading to Chartered Engineer status.

Naturally, such a demanding job offers rewards to match - promotion, great travel opportunities and a full social life.

So if you have, or expect to have, 2 A levels including Maths and Physics, or a degree in electronic or mechanical engineering, discover a more fulfilling engineering career. Call our information line, or post the coupon.

We are equal opportunities employers under the Race Relations Act and welcome enquiries and applications from all ethnic groups. Normally you should have been a UK resident for the past five years.

0345 300 123

JOIN THE NAVY AND SEE THE WORLD. DIFFERENTLY.

Send to: Naval Careers Service, Department AM00537, FREEPOST 4335, Bristol BS1 3YX.

No stamp needed.

Please send me your free information pack on careers as a Royal Navy Officer. I understand I am under no obligation.

Name (Mr/Ms/Ms):

Address:

Postcode:

Date of Birth:

Telephone No.:



OVERSEAS EMPLOYMENT & WORKING HOLIDAYS

Opportunities Available Worldwide. Temporary or Permanent, Skilled or Unskilled including: Australia, The Caribbean, Canada, Africa, U.S.A. and Europe.

For Further Details of our services send 2 x 5p stamps to: DEPT T, GLOBAL EMPLOYMENT SERVICES, 6, DOUGLAS AVENUE, WHITSTABLE, KENT CT9 1YT.

MAJOR GREEK CIGARETTE MANUFACTURER

Is seeking experienced production machinery troubleshooters to work under contract in its Piraeus plant.

Candidates must have a minimum of seven years in cigarette manufacturing with experience of Molins Hinge Ltd Packers, SASIB 300 & 600 packers and related equipment.

Excellent salary commensurate with experience.

Full CV to:

Mrs A Wither
The Virginia Tobacco
Company Ltd
104 Gloucester Street
Oxford OX1 2RH

HEAD OF PARLIAMENTARY DEPARTMENT

The United Kingdom's leading animal welfare organisation and best-known charity is looking for an outstanding candidate for this challenging post. The task includes establishing and maintaining close links with MPs, peers and civil servants on legislative and administrative matters. You will have a major role in ensuring that the RSPCA's views and policies are properly and prominently represented.

You will already have a good knowledge of the procedures and political realities of Westminster and Whitehall, but must adopt a strictly non-Party Political approach. You will have an outgoing, variable personality, and should be a strong team player, able to facilitate the work of the RSPCA's Inspectorate and scientific and veterinary departments. A clear writing style is essential, and you are likely to have some experience in dealing with the media.

The post is based in Horsham but, because of the considerable and irregular hours spent in London, it is likely to be of interest to candidates who live in the London area.

Salary will be in the region of £22,000, and a car is available on a contributory leasing arrangement. There are excellent pension and life assurance schemes.

Write with a brief CV - not more than 2 pages, or telephone for an application form to:



Personnel Department,
RSPCA, Causeway, Horsham,
West Sussex RH12 1RG
Tel: (0403) 223192
24 hour Answerphone service

LONDON ARTS BOARD

IS SEEKING TO APPOINT A

DEPUTY CHIEF EXECUTIVE

SALARY £30,345 - £32,115 p.a. review pending

The London Arts Board is the largest of the ten regional Arts Boards and is based in central London.

As a member of the Senior Management Team you will contribute to the planning and development of the Board's strategy and policies and as Deputy will have responsibility for the internal management of the Board.

Main responsibilities include: finance and administration, personnel issues, acting as Company Secretary and ensuring effective and appropriate monitoring and reporting of the Board's performance and operation.

YOU SHOULD HAVE:

- experience of senior management of both human and financial resources
- ability to promote effective and efficient administrative systems and procedures
- knowledge of company and employment legislation
- understanding of the need to take a lead as well as to work as a member of a team

For a copy of the Recruitment Pack please contact the Administration Unit, London Arts Board, Elme House, 133 Long Acre, London, WC2E 9AF. Telephone: 071 240 1313

Closing date for receipt of applications: 28th September 1992

LONDON ARTS BOARD IS COMMITTED TO POLICIES OF EQUALITY OF OPPORTUNITY. Our staff are fully committed to a policy of equal opportunities.

JOB IN THE ALPS

250 jobs in the Alps in the Swiss/French border area. Opportunities in the tourism, hospitality, and service sectors. Salary from £20,000 to £30,000 per annum. All jobs are full time and require a minimum of 2 years experience. For more information contact: Swiss Alps Jobs, c/o Swissair, 100 Victoria Road, London W14 7JF. Tel: 071 734 3000

DEVELOPMENT MANAGER

Applicants must have 5 years experience in quality Chinese restaurant. Post requires the management and training of junior chefs. Bilingual in Chinese and English crucial.

PERSONNEL DEPT

081-759 2323

A CAREER IN RECRUITMENT?

Realistic 1st year earnings about £30,000 made up of salary, commissions, bonuses

We want to hire 2 recruiters and train them to operate in City and Legal Markets. This will involve filling jobs, which could be defined as revenue generating as opposed to administrative, within Investment Banking and Law. Prior knowledge of these fields and their job descriptions and functions is important. Equally so are the qualities of your personality. The job particularly suits those who enjoy thoughtful competition and influencing others. To be successful in any job requires a good match of the job requirements to the motivation of the individual, you should understand your own motivation and through it that of others.

Candidates should have a minimum of 3 years work experience, this could be in recruitment, within the research department of a Search practice for example or a related market or within the City.

Recruitment generally is highly rewarded and despite economic conditions growing. The potential rewards are greater and more accessible than those in many other sales driven jobs. The positions that we recruit to are interesting and the successfully placed candidates well paid. Please call Theo Stegers.

15 Great Eastern Street, London EC2A 3EJ Telephone: 071-377 1600 071-814 9900 Fax: 071 377 1801

MANAGEMENT TRAINEES

required by leading City firms. Full training given. Minimum age 25. c £21K pa. Call 071 831 1611

PROFILES

HUSBAND/WIFE team, successful in recruitment, currently seeking a new challenge. London based with scope for recruitment & sales. This last post 3 years as well as in several other roles. Tel: 071 831 1611

Do you want to... Become a Counsellor?

With the growing interest in counselling, the need for counsellors is increasing rapidly.

CEPEC is holding another one-day seminar in London on 20 October 1992, to help delegates understand more about becoming a counsellor and assess their own suitability for counselling. £160+VAT.

CEPEC

foremost UK corporate outplacement consultancy

For further information contact: Training Services Department, 57 Jersey Street, London SW1Y 6NY. Tel: 071-930 0322.

MARKETING & MERCHANDISING EXECUTIVE

Leading distributor seeks an experienced marketing and merchandising professional who is familiar with both retail and warehouse environments.

This new position entails the development of market strategy for, and liaison with, an expanding network of estate service counters throughout the UK. Additionally the ideal candidate will have recognised marketing and technical (electronics) qualifications and be an enthusiastic team player. However, no previous experience is essential for the right applicant.

Salary to £20K + Excellent Benefit Package. Call 0753 553577 OPTIMUM POTENTIAL. Harrogate, Yorkshire, YO17 7JL. Fax 0753 553269 (Rec Cons)

- YES ☐ I am aged between 21-35
YES ☐ I am educated to a good standard
YES ☐ I am self-confident & self-motivated
YES ☐ I want to earn in excess of £50k pa

■ If you can tick all 4 boxes then you probably possess the right qualities to commence a successful career in international advertising.

■ As a division of the UK's leading business publishing group we are seeking high calibre applicants who can develop the ability to negotiate internationally with leading corporations.

■ The performance related rewards are geared for ambitious people who flourish under pressure.

If you live in the London area please call Sandra Clout on 071-753 4300

MEDICAL SALES

Basic to £23k + car + BUPA. Bio chip pharmaceutical co. seeks ambitious, successful reps in Brighton, Glasgow, Donmire, Newcastle, London. 0628 29333 Executive Facilities.

TECHNICAL SALES

SALES ENGINEER - SOUTH EAST
Sales excellence primarily within the hydraulic system monitoring industry (or alternatively a broad based mechanical background) required by leading manufacturer at a time of expansion. Salary to £15K + Car + Bonus + Benefits

ACCOUNT MANAGER - W. LONDON/BERKS/WILTS
Solid exp. engineering background with ideally 12 years field sales experience required by leading component distributor with plc backing. Salary £15.5K + Car + Bonus + Benefits

SALES ENGINEER - SOUTH WEST (AVON TO DEVON)
Solid exp. engineering background with ideally 12 years field sales experience required by leading component distributor with plc backing. Salary to £20K + Car + Bonus + Benefits

DIRECTORS/MANAGERS

JOB HUNTING?

We provide the most cost-effective and only RESULTS DRIVEN job hunting service designed to help you secure the right job. Decided access to the UNADVERTISED job market. Programmes approved by Government central banks. Corporate Recruitment Consulting. For a free initial consultation Call 0262 400153 Fax 0262 678294

MANAGER

Circa £15-20,000 An experienced general manager required by a 7 doctor practice of GPs to manage all non-clinical aspects of this medium sized business. The practice, run from new premises, is considering fund-raising. The successful applicant will have a wide variety of skills and experience, not necessarily in the health services, including personnel, finance, work place legislation, office and computer routines, staff training. The ability to use own initiative, to investigate new possibilities and execute new policies will be essential. Apply with CV, 2 referees and stating current salary. Applications marked for the personal attention of Dr P A B Cheetham, Veor Surgery, Camborne, Cornwall TR14 8SN.

EXCITING NEW SHOP IN CITY

Sales assistant required for new prestigious gift shop in the city specialising in silver cutlery and accessories. Smart appearance and initiative essential. Age 19-25. Salary circa £9,000. For further details please telephone Jane Jackson 071 792 8162.

SESTATE Agent, broker, SW1, good reputation, very bright and motivated, in house, aspects in buy, sell and lettings. 071 831 1611

SESTATE Agent, broker, SW1, good reputation, very bright and motivated, in house, aspects in buy, sell and lettings. 071 831 1611

MINISTRY OF ELECTRICITY AND WATER Abu Dhabi United Arab Emirates

S.NO. 1 DEPUTY DIRECTOR - SPECIAL GRADE NOS. REQRD. (ONE)

QUALIFICATION & EXPERIENCE: Postgraduate degree after BSc. with more than 18 (Eighteen) years experience. He will be responsible of Project handling completely from Tendering stage till final completion of Construction then commissioning and handing over of Units for purpose of commercial operation and maintenance. Experience shall be in the field of high supervisory and execution position of huge capacity Power Generation Plants plus reviewing of designs and verification of specification during all stages of Project. The candidate must also be fully versed and acquainted with international specifications and capable of implementing ready software to follow up Projects.

S.NO. 2 A CHIEF ENGINEER (PROJECTS) NOS. REQRD. (ONE) B SPECIAL GRADE PRINCIPAL ENGINEER (PROJECTS) NOS. REQRD. (ONE)

QUALIFICATION & EXPERIENCE: (FOR BOTH A & B): Postgraduate degree after BSc. in Mechanical/Electrical Engineering plus more than 18 (Eighteen) years experience in executing Power Generation and Desalination Plants. Preference will be given to those with similar Senior Supervisory position with the ability to detect, analyse and maintain planning of defects. Priority is given to those with experience in high capacity well known production and transmission Plants.

S.NO. 3 PLANT CHIEF ENGINEER NOS. REQRD. (ONE) SPECIAL GRADE

QUALIFICATION & EXPERIENCE: BSc. in Mechanical/Electrical Engineering with more than 18 (Eighteen) years experience in the field of Maintenance and Operation of Thermal Power and Water Desalination Plants. Preference is given to those with similar Senior Supervisory position with the ability to detect, analyse and maintain planning of defects. Priority is given to those with experience in high capacity well known production and transmission Plants.

S.NO. 4 A ELECTRICAL TESTING ENGINEER NOS. REQRD. (ONE) B ELECTRICAL MAINTENANCE ENGINEER NOS. REQRD. (ONE) SPECIAL GRADE

QUALIFICATION & EXPERIENCE: A & B: Postgraduate Degree after BSc. in electrical engineering with experience exceeding 10 (Ten) years in the field. OR BSc. in Electrical Engineering with not less than 18 (Eighteen) years experience in the field of testing operations for high rating generators and Transformers with comprehensive overhauling, repairs locating and rehabilitation of defects, testing of SF6 bus bars and all Switchgears.

S.NO. 5 HEAD OF INSPECTION & CORROSION NOS. REQRD. (ONE) SPECIAL GRADE

Relevant Specialty Certificate after BSc. in Chemical or Material testing Engineering and more than 18 (Eighteen) years experience in Cathodic Protection, Corrosion, Selection of suitable metal under various ambient weather conditions, participating in designs of Power Generation Plants and selection of materials in order to upgrade rate of performance and know-how of metal corrosion problems in general projects and suggest proper engineering solutions to halt the progress of corrosion at Equipments and facilities of Power Plants in addition to experience in Lab testing of metal. Preference will be to those with researches Published in International Scientific Magazines.

S.NO. 6 OPERATION ENGINEER NOS. REQRD. (THREE) (CH.O.P. ENGINEER) - SPECIAL GRADE-1

QUALIFICATION & EXPERIENCE: BSc. in Mechanical/Electrical Engineering of recognised University with experience exceeding 18 (Eighteen) years in Operation and Maintenance of High Capacity Power Generation Plants and related facilities with capability to locate, analyse defects and prevent their occurrence. Preference to those with Senior Supervisory position at a huge production and transmission authority with networks exceeding 2000 MV.

S.NO. 7 PRINCIPAL ENGINEER (PROJECT) NOS. REQRD. (TWO) SPECIAL GRADE

QUALIFICATION & EXPERIENCE: BSc. in Electrical/Mechanical Engineering with more than 18 (Eighteen) years experience in executing Power Generation Plants and fully acquainted with implementation of international standard, specification at all phases of Project including checking of engineering designs, installations, Commissionings, ability to use ready software to execute and follow up Project.

S.NO. 8 HEAD OF TECH. SECTION ENGR. NOS. REQRD. (FOUR) GRADE 2/1

QUALIFICATION & EXPERIENCE: BSc. in Ele/Mechanical Engineering with experience not less than 9 (Nine) years in any of the below fields: Steam Turbine Mechanics - Boilers and Desalination Units - Electricity testing and protection - Control and Instrumentation. Experience shall include review of drawings and installations (all actual operation stage and handing over Equipments to maintenance and operation section and commissioning tests with optimum use of material, technical and manpower resources.

S.NO. 9 A HEAD OF INSTRUMENTATION NOS. REQRD. (ONE) B MAINTENANCE - SPECIAL GRADE INSTRUMENTATION & CONTROL NOS. REQRD. (ONE) ENGINEER - SPECIAL GRADE

QUALIFICATION & EXPERIENCE: A & B: Postgraduate degree after BSc. in Electrical/Electronic Engineering with experience exceeding 10 (Ten) years. OR BSc. plus 18 (Eighteen) years experience in use, repair, developing of digital/Electronic control and metering devices at Gas and Steam Turbine Power Stations. Job will include the most updated modern metering and control systems plus the review of new projects design together with enhancing the existing ones.

S.NO. 10 COMMUNICATION SYSTEM ADVISOR NOS. REQRD. (ONE) SPECIAL GRADE

Postgraduate after BSc. in Engineering with experience not less than 10 (Ten) years. OR BSc. in Ele/Communication Engineering plus more than 18 (Eighteen) years experience in various communication systems including design, maintenance, operation, analysis and repair of defects at the Unit-communication networks and equipments (all types of Radio Communications and Power line carrier systems).

S.NO. 11 MECH. MAINTENANCE ENGINEER NOS. REQRD. (ONE) SPECIAL GRADE

BSc. in Engineering with more than 18 (Eighteen) years experience in planning, execution of complete overhauling, maintenance of Thermal Generation and Desalination Plants with ability to detect defects and repair them along with supervision of many teams of Skilled technicians to carry-out mechanical maintenance works.

S.NO. 12 A CHIEF MAINTENANCE ENGINEER NOS. REQRD. (ONE) B CHIEF ENGINEER - GRADE 1/1 NOS. REQRD. (ONE)

QUALIFICATION & EXPERIENCE: (A & B): BSc. in Mech/Electrical Engineering with experience not less than 16 (Sixteen) years in maintenance of Power & Desalination Plants. This includes Planning, carrying out massive overhauling to generation units, analysis and location defects, repairs and supervising of large groups of Engineers and Skilled Technicians while executing different maintenance jobs with optimum use of available resources.

S.NO. 13 PLANNING SR. ENGINEER - GRADE 1/2 NOS. REQRD. (ONE)

BSc. in Engineering plus more than 12 (Twelve) years experience in planning massive overhauling works to Gas/Steam Power & Desalination Plants and co-ordinate with operation and maintenance Section at Power Stations to face the demands according to Plans together with optimum use of manpower, material resources. Candidate should also be fully acquainted with Computer and software utilization.

S.NO. 14 HEAD OF SECTION NOS. REQRD. (ONE) (CONTROL & MARKETING) - GRADE 2/1

QUALIFICATION & EXPERIENCE: BSc. in Ele/Electronic Engineering with more than 9 (Nine) years experience in Electronic and digital control and metering system. Experience should also cover detecting, repairing, improving of defects. Experience is preferable in Thermal Power Station Instruments and Control Units to Gas Turbine Model Mark IV or Mark V.

S.NO. 15 SR. CHEMIST - GRADE 2/3 NOS. REQRD. (ONE)

QUALIFICATION & EXPERIENCE: BSc. in Chemical Engineering or BSc. in Chemical Science in the field of Chemical analysis, activation of salt extraction, chlorination, control of high pressure boilers, water, specifications, lab equipments and chemical/foils used in desalination process together with experience not less than 3 (Three) years.

S.NO. 16 FOREMAN - GRADE 2/4 NOS. REQRD. (EIGHT)

QUALIFICATION & EXPERIENCE: BSc. plus suitable experience in operation of huge Steam/Gas Power Station including: Operation of Boilers and their Equipments - Operation of Turbines and their Equipments - Operation of Desalination Units and their Equipments. Able to act properly in case of emergency and difficult situations using the safest procedures to protect equipments.

S.NO. 17 COMPUTER OPERATOR - GRADE 3/1 NOS. REQRD. (ONE)

QUALIFICATION & EXPERIENCE: Same as in previous job with experience in Computer software and ability to detect and maintain defects. OR 3 (Three) years Diploma after Secondary School plus 3 (Three) years experience. OR 2 (Two) years Diploma plus 5 (Five) years experience.

OTHER TERMS:

- 1) Appointment to these vacancies shall commence from the date of arrival to Abu Dhabi.
- 2) SALARIES:
GRADE MONTHLY SALARY STARTING ANNUAL ALLOW-
ANCE
SPECIAL DHS. 7,000 - -
1/1 DHS. 6,500 - 7,000 -
1/2 DHS. 6,000 - 6,500 100
2/1 DHS. 4,900 - 6,000 100
2/3 DHS. 3,500 - 4,900 80
2/4 DHS. 2,800 - 3,500 80
3/1 DHS. 2,240 - 2,800 60
- 3) LEAVE:
Pre-paid annual leave of 60 days for special, 1/1, 1/2, & 2/1 Grades whereas 2/3, 2/4 & 3/1 Grades are granted 45 days according to interest of work.
- 4) ACCOMMODATION:
Gratuitous accommodation plus monetary allowance for electricity and water. (Foreign Contract).
- 5) FURNITURE:
Allowance equivalent to 9 months salary granted upon signing of Contract with maximum of Dhs. 30,000/- (Foreign Contract).
- 6) TICKET:
Free tickets for employee, wife and children (maximum 3 Nos.) under 18 years, First Class for Special, 1/1 & 1/2 Grades, Economy Class for the rest to Abu Dhabi. Round trip tickets to one's homeland are also granted annually, plus ticket upon ending of Contract. (Foreign Contract).
- 7) TERMINATION OF CONTRACT:
Every employee remains under probation period for 3 months starting from date of joining work. The Government shall have the right to terminate his contract for commonwealth during this period either by notifying him within 30 days at least before date of ending Contract or paying one month salary. In case resignation a hand written submission shall be forwarded unconditionally to retain one's right to receive departure tickets and overheads for belongings transportation to one's homeland.
- 8) PERIOD OF CONTRACT:
Contract period shall be 2 (Two) years starting from the date of nomination providing that the Candidate shall prove competence in probation period. The Government shall have the right to terminate this Contract at any time. In such case, the employee is paid either for remaining period or a sum equivalent to 2 (Two) month's salary (whatever is less).

Appointment to Grades: Special, 1/1, 1/2, 2/1 and 2/3 shall be according to Foreign Contract conditions, whereas nomination to Grades 2/3 and 3/1 shall be on local Contract basis. They shall be granted tickets only for arrival to Abu Dhabi and final departure at the end of service.

Applications plus documentary records and recent passport size photographs shall be forwarded to U.A.E. Embassy, 30 Princes Gate, London SW7, for the attention of the Information Section.

Applications not fulfilling required terms will be ruled out.

BBC1

- 6.00 CeeFax (23294) 6.30 5.30 Breakfast News (78186687)
9.05 Major Dad. American comedy series set in an army base (6494942) 9.30 Wildlife Safari To Ethiopia. The expedition reaches the Blue Nile gorge (181948)
10.00 News, regional news and weather (1797107) 10.05 Playdays. Includes a visit to Oxford Botanical Gardens (1025) Barney Animation (1477229) 10.35 Hudson and Halls. The Kiwi cooks prepare three salads (15591403)
11.00 News (CeeFax), regional news and weather (18247923) 11.05 The High Chaparral. Vintage western adventures (13951107) 11.50 The History Man. Bryan McNerney investigates the secrets buried in Cornwall's prehistoric stone circles (5406590)
12.00 News (CeeFax), regional news and weather (7246768) 12.05 Summer Scene. Entertainment magazine presented by Linda Mitchell and Carol Keating (5089565) 12.55 Regional News and weather (7269818)
1.00 One O'Clock News and weather (62010)
1.30 News (CeeFax) (43380229) 1.50 Going For Gold. Quiz game with European contestants. The question-master is the lachrymose Henry Kelly (43264045)
2.15 Film: The Children's Hour (1961, b/w) starring Audrey Hepburn and Shirley MacLaine. Screen version of Lillian Hellman's play about the two women founders of a girl school, one of whom is the subject of a scandalous accusation made by a vengeful pupil. Directed by William Wyler (252652)
4.00 Tom and Jerry Double Bill (16795119) 4.10 Babar. Animated adventures of a royal elephant (6749229) 4.35 Dizzy Heights. Episode four of a six-part children's comedy (18808300)
5.00 Newsround (3832720) 5.10 We Are the Champions Special. A sporting competition between three teams of children with disabilities. Presented by Gary Lineker (CeeFax) (5359652)
5.35 News (CeeFax) (449652) 5.55 Northern Ireland. Inside Ulster
6.00 Six O'Clock News with Anna Ford and Andrew Harvey. (CeeFax) Weather (855)
6.30 Regional News Magazines (107). Northern Ireland: Neighbours 7.00 Top of the Pops introduced by Tony Doris (5) (9213)
7.30 EastEnders (519)
8.00 The Russ Abbot Show. More comedy sketches. With Bella Emberg, Sherrine Hewson and Les Dennis (1). (CeeFax) (1861)



Golden oldies: Graham Crowden, Stephanie Cole (8.30pm)

8.30 Waiting For God.

CHOICE: The oldie sitcom returns for a new series with Tom (Graham Crowden) and Diana (Stephanie Cole) still making waves in the Bayview Retirement Home. Despite potentially subversive jokes about death and funerals, it is an innocuous show which skirts the pain and difficulty of old age by making light of it. Michael Aitken's dialogue hovers on the brink of tastelessness but can be relied on to pull back in plenty of time. As a further evasion, both of tonight's plots are about outsiders (a dotty vicar and a dyspraxic wife) who are still far from the senior citizen stage. This leaves Tom and Diana somewhat neutered, able to strike sparks off each other but in danger of being regarded as plot catalysts. As before, Cole seems to have the best lines. Or perhaps it is the way she says them. (CeeFax) (5) (4768)

9.00 Nine O'Clock News with Martin Lewis. (CeeFax) Regional news and weather (2768)

9.30 Film: FX - Murder by Illusion (1986) starring Bryan Brown and Brian Dennehy. Fast moving comedy thriller about a film special effects man who is hired to stage an imaginary 'hit' on a mafia mobster - and then learns that he has been double-crossed. Directed by Robert Mandel. (CeeFax) (5) (924403)

11.15 Madigan. New York detective drama starring Richard Widmark, in this story having a hard time trying to stop his friend and former partner from becoming a professional hit-man. With John Larch and Rae Allen (86566836)

12.15am Weather. Ends at 12.30

2.15 BBC Select: Executive Business Club (scrambled) (22362). Ends at 2.45

BBC2

- 6.45 Open University: Science and Nuclear Waste (6056652). Ends at 7.10 8.00 Breakfast News (9343294)
8.15 Bitten By The Bug. Professor Erik Holm investigates how insects rely on brain over brawn for self-defence (19439045) 8.30 The Italian Job. A portrait of Dino Lorbak, the first communist mayor of Montemurlo in the Italian deep south (17224727)
9.00 Film: Turnabout (1940, b/w) starring Adolphe Menjou and Carole Landis. Comedy about a magic Buddha that decides to teach his owners, a couple who are forever bickering, a lesson by switching their bodies so that they can see life from the other's point of view. Directed by Hal Roach (703836)
10.10 Film: King Of The Roaring Twenties (1961, b/w) starring David Janssen and Mickey Rooney. Crime thriller about a big New York gambler in the jazz age. Directed by Joseph M. Newman (2093039)
11.45 A Day in the Life Of... Dr Ann Dowling, a mechanical engineer and a lecturer at Cambridge University (14065652) 11.50 Clever Trevor. A Forty Minutes documentary about a man who supplies many of the animals shown on television (1). (CeeFax) (658381)
12.30 The Gold of the Thracian Horsemen. The history of Thracian metalwork from the Roman times (1) (5432958) 1.20 Barbary (1) (69379107) 1.35 Swims. Swimming tips (1) (45922381)
2.00 News (CeeFax) and weather (24301213) followed by International Golf. Live coverage of the first round of the GA European open from Sunningdale Golf Club (55912039)
6.00 Film: To Trap a Spy (1966) starring Robert Vaughn and David McCallum. The pilot for the lighthearted 1960s Man From U.N.C.L.E. secret agent series, repeats of which begin tomorrow on this channel. Directed by Don Medford (22565)
7.30 Farmhouse 92. The first of three programmes from this year's aerospace exhibition. Presented by John Humphrys, Julian Tait and Britain's first astronaut Helen Sargant (5) (851)
8.00 The Climbers: The Games Climbers Play. Chris Bonington examines two methods of rock climbing. (CeeFax) (9403)
8.30 Ps and Qs. Etiquette quiz (CeeFax) (5) (5010)
9.00 The Travel Show. Carol Smiles reports on summer alpine holidays in Germany; and Bill Oddie goes bird-watching in Northumberland (3) (3010)



Down the sink: partners Nick Clarke, Clive Busby (9.30pm)

9.30 Present Imperfect: Broken.

CHOICE: A new series of documentaries taking the pulse of recession-hit Britain starts with the tale of Nick Clarke and Clive Busby. A plumber and electrician respectively, they joined forces ten years ago to set fitted kitchens. The business did well for a time but as the economy hit the buffers it folded, leaving huge debts and a pile of worries for the two men and their families. The film follows them through a year of trying to pick up the pieces as they try to find other work and stave off bankruptcy. Once disciples of Thatcherite free enterprise, both now harbor the Conservative government for landing them in the mess. Both seem visibly to age as the months go by and there seems no end to their plight. The programme ends with Vera Lynn singing 'It's a Lovely Day Tomorrow'. But Clarke and Busby have long since given up believing it (5) (91565)

10.30 Newsnight with Peter Snow (7979923)

11.15 The Late Show. What happened to Marshall McLuhan? (663010)

11.55 Weather (75154)

12.00 Open University: Weekend Outlook (5024508) 12.05am

MoZambique Under Attack (4599053). Ends at 12.35

3.00 BBC Select: RCM Nursing Update (72725). Ends at 4.00

VideoFax and the Video Fax. The numbers next to the programme listings are VideoFax numbers, which allow you to programme your video recorder to receive a VideoFax message. VideoFax can be used with most video sets. In the VideoFax code for the programme you wish to watch, the first number is the VideoFax number, the second is the programme number, the third is the start time, and the fourth is the end time. For example, 10.30 10.30 10.30 10.30 means the programme starts at 10.30 and ends at 10.30. For more information, see the VideoFax section on page 24.

ITV

- 6.00 TV-am (5896107)
9.25 Win, Lose or Draw. Celebrity game show hosted by Denny Baker (6490126) 9.55 Thames News (7960855)
10.00 The Time... The Place... Mike Scott continues his week-long discussion series on the state of marriage in the 1990s (7390590)
10.40 This Morning. Magazine series (8960497)
12.10 The Riddlers. Children's puppet series (5177774)
12.30 Lunchtime News with Sonia Rusler and Dermot Murmahan. (Oracle) Weather (2145403) 1.05 Thames News (69467316)
1.15 Home and Away. Australian family drama (Oracle) (6750339) 1.45 A Country Practice. Medical drama series set in the Australian outback (667010)
2.15 TV Weekly. The first of a new series of the show in which Anne Diamond goes behind the scenes of popular ITV and Channel 4 programmes and films. Today takes a travel through the archives (762519) 2.45 Take the High Road. Drama series set in the Highlands (799738)
3.10 ITN News headlines (4844229) 3.15 Thames News headlines (4763300) 3.20 The Young Doctors. Drama series set in the Oxford City hospital (5875642)
3.50 The Hatfield. Animation (3664010) 3.55 Captain Zed and the Zoo Zone. Cartoon adventures (544381) 4.20 Rolf's Cartoon Club. Rolf Harris's new series begins with Jimmy Savile talking about his favourite cartoon characters (3757774) 4.50 Art Attack. The first of a new series of the children's art show, presented by Neil Buchanan (504215)
5.10 Who's the Boss? American comedy show (9153213)
5.40 Early Evening News with John Suchet. (Oracle) Weather (790403)
5.55 Thames Help (1) (526652)
6.00 Home and Away (1). (Oracle) (923)
6.30 Thames News (403)
7.00 Emmerdale. Soap set in the Yorkshire Dales (4381)
7.30 Jimmy's. More real-life dramas concerning the patients and staff of St James's University Hospital, Leeds (687)
8.00 The 600 Radio Waves. PCs Stamp and Quinman arrest three joyriders but cannot make out how they circumvented the car's sophisticated alarm system. On top of the stereo and CD units disappeared but are not in the youths' possession. Do they have a knowledgeable accomplice? (Oracle) (3229)
8.30 This Week: Vigilante! This offering in the last series of the 36-year-old investigative programme reports on the country's burgeoning number of vigilantes who are taking the law into their own hands. (Oracle) (5836)



Vigilante victim: Alan Wilson recovers in hospital (8.30pm)

9.00 LA Law. Last in the swish American courtroom drama series. (Oracle) (5) (2687)

10.00 News at Ten with Trevor McDonald and Carol Barnes. (Oracle) Weather (73519) 10.30 Thames News (549381)

10.40 61. A guide to London and the south-east's entertainment scene (5) (257115)

11.15 Prisoner: Cell Block H. Australian women-behind-bars drama series (411584)

12.10am Duels of the Mind. Raymond Keene, grandmaster and chess correspondent of The Times, discusses the 1985 marathon in Moscow between Garry Kasparov and Anatoly Karpov (4585850)

12.40 Alfred Hitchcock Presents: The Hunted. The second of a two-part story about an estate agent who is held hostage (531850)

1.05 Film: Mickey Spillane's Murder, My Sweet. Murder Mystery starring Stacy Keach. Mike Hammer's search for the daughter he didn't know he had leads him into the murky world of pornography. Directed by Gary Nelson (802072)

3.00 Hardball. American police drama series (54701)

4.00 Motorsport Special. David Robb introduces action from Mallory Park, Thruxton and the Formula Vauxhall Lotus championship (51940)

4.30 America's Top Ten (1) (5) (10508)

5.00 VideoFash. Paris-based Japanese designers (1) (58607)

5.30 ITN Morning News with Tim Nelson (63256). Ends at 6.00

CHANNEL 4

- 6.00 Channel 4 Daily (5894749)
9.25 The Lone Ranger (b/w). Classic western adventure (6570316)
9.50 Get Smart. Comedy espionage series (9062294)
10.20 Star Trek. Access Margi Clarke is grilling by the inquisitive computer (1) (7045590)
10.50 Rapscallion. Comedy quiz show (1) (5594590)
11.20 Radical Radio - the Story of Kiss FM. How the black pirate radio station struggled to become official (1) (6820687)
11.50 Migrations. A short film about how people rise through (5326300)
12.00 The Munders (b/w). Vintage American comedy (1) (63132)
12.30 Secrets of the Moor. The last in the enchanting series in which Chris Chapman explores Emoor, talking to the resident characters, watching the wildlife and admiring the landscape (59045)
1.00 Sesame Street (1) (14300) 2.00 Check Out 52. Includes a report on unsafe gas appliances threatening the lives of holidaymakers in Spain and Portugal (1) (6882708)
2.25 Channel 4 Racing from Doncaster. Brought Scott introduces live coverage of the 2.35, 3.10, 3.40 and 4.10 races (3416107)
4.30 Countdown. Words and numbers game (1) (5)
5.00 The Oprah Winfrey Show. Life-saving advice from experts (7776552) 5.50 The Bumbury Tails. Animation (777313)
6.00 My Two Dads. American comedy (1). (Teletext) (5) (565)
6.30 Wilderness Edge. Episode four of the six-part drama following the progress of a group of desperate young people on an outdoor adventure course (1) (5)
7.00 Channel 4 News with Jon Snow and Zehab Badawi. (Teletext) Weather (167403) 7.50 Comment (270565)
8.00 Down to Earth. The first of a new six-part archaeology series presented by Dr Catherine Hills. Items in this week's programme include the dating of the Uffington White Horse and cannibalism in Stone Age Britain (167)
8.30 Rising Damp. A welcome re-run of the comedy starring Leonard Rossiter as the mean and lascivious landlord of a seedy house of bedsits. With Frances de la Tour, Richard Beckinsale and Don Warrington. (Teletext) (7478)



Cultural identity: spectators at the Mongol games (9.00pm)

9.00 Nomads: Inner Mongolia. The atlas will tell you, lies within the borders of China. Officially it is designated an autonomous republic, but the two million Mongolians who live there are only 10 per cent of the population and gradually being forced to change the Chinese way. Things are a little better than during the Cultural Revolution, when it was an offence just to speak Mongolian, but there is no doubt who runs the show. The film is a lament for a disappearing way of life as the Mongolians try to cling on to their traditional culture and identity. One focus of this has been the Naman, a festival of Mongolian sports such as wrestling, horse-racing and archery. Now the Chinese are staging their own. Even the Mongolians' nomadic life is under threat, since the Chinese control the key components of land, cattle and horses. (Teletext) (1359)

10.00 The Orchid House. The first of a two-part drama set among the colonial clique on Dominica between the wars (1). (Teletext) (5) (35607346)

12.10am Film: Act of Violence (1948, b/w).

CHOICE: This crisp little thriller was made by Fred Zinnemann before he gained wider fame as the director of High Noon and From Here to Eternity. Although no more than a B picture, it boasts an interesting cast and is atmospherically photographed by an outstanding Hollywood cameraman, Robert Surtees. The film combines elements of the 1940s film noir with social comment. The two central characters spent the war in a prison camp. Now Parson (Robert Ryan) is hunting down Enley (Van Heflin) who betrayed an escape plan and caused the death of his men. The twin themes of revenge and atonement are developed through the film which moves symbolically from tranquil daylight to menacing darkness. Zinnemann supplies craftsmanship, polish and the main support comes from Janet Leigh and Mary Astor (1367879). Ends at 1.40

SATellite

- SKY ONE
6.00am The 11.11 Show (6666666) 6.40 Mrs Poppers (654403) 8.35 Playdays (6362652) 8.10 Cartoons (7549126) 9.30 The Pyramid Game (46923) 10.00 Let's Have a Deal (1234) 10.30 The Bold and the Beautiful (59594) 11.00 The Young and the Restless (77556) 12.00 5.00am News (77556) 12.30 5.00am News (77556) 1.00 5.00am News (77556) 1.30 5.00am News (77556) 2.00 5.00am News (77556) 2.30 5.00am News (77556) 3.00 5.00am News (77556) 3.30 5.00am News (77556) 4.00 5.00am News (77556) 4.30 5.00am News (77556) 5.00 5.00am News (77556) 5.30 5.00am News (77556) 6.00 5.00am News (77556) 6.30 5.00am News (77556) 7.00 5.00am News (77556) 7.30 5.00am News (77556) 8.00 5.00am News (77556) 8.30 5.00am News (77556) 9.00 5.00am News (77556) 9.30 5.00am News (77556) 10.00 5.00am News (77556) 10.30 5.00am News (77556) 11.00 5.00am News (77556) 11.30 5.00am News (77556) 12.00 5.00am News (77556) 12.30 5.00am News (77556) 1.00 5.00am News (77556) 1.30 5.00am News (77556) 2.00 5.00am News (77556) 2.30 5.00am News 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TODAY IN BUSINESS

POUNDING



Bundesbank denies that it backed a devaluation of sterling sent nervous shivers through the markets overnight
Page 22

CHEERS

Thirsty beer drinkers helped Boddington, the pub group, turn in sparkling profits in the first half
Page 20

REASSURED



The Prudential pleased the City with a 46 per cent rise in interim profits, helped by better prospects at home
Page 21

UP AND DOWN

Shares in Hilldown Holdings, the food group, fell 23p despite a modest rise in first-half profits
Page 22

CLAIMS CURB



American steps to curb legal claims against accountants may affect the UK, Robert Bruce writes
Accountancy, page 25

THE POUND

US dollar 1.9764 (-0.0256)
German mark 2.7881 (-0.0007)
Exchange index 92.0 (-0.4)
Bank of England official close (4pm)

STOCK MARKET

FT 30 share 1696.7 (-13.9)
FT-SE 100 2327.5 (-10.2)
New York Dow Jones 3264.04 (+4.05)
Tokyo Nikkei Avge 18875.55 (+593.13)

INTEREST RATES

London: Bank Base: 10%
3-month interbank: 10%
3-month eligible bills: 9%
US: Prime Rate: 6%
Federal Funds: 3 1/4%
3-month Treasury Bills: 2.91-2.88
30-year bonds: 100%
Previously, inside information

CURRENCIES

London: New York: \$1.9750
£1.9750
DM2.7878
DM1.4105
Sfr2.4717
Sfr1.2509
FF4.8070
FF4.8070
Yen243.27
Yen123.15
C. index: 92.0
C. index: 58.8
ECU: 10.72716
SDR: 10.742885
ECU: 10.72716
SDR: 10.742885
London Forex market close

GOLD

London: New York: \$343.10
AM \$343.10 PM \$343.50
Close \$342.00-342.50
173.00-173.50
New York: Comex \$342.45-342.95

NORTH SEA OIL

Brent (Oct) \$20.40/bbl (\$20.35)

RETAIL PRICES

RPI: 138.8 July (1987=100)
* Denotes midday trading price

Taylor Woodrow cuts dividend on £16m losses

By Matthew Bond

THE pain continued for the building sector yesterday as Taylor Woodrow, one of Britain's best-known construction and housebuilding groups, reported a pre-tax loss of £16 million for the first half and cut its interim dividend by more than two-thirds to 0.5p (1.86p).

Colin Parsons, who succeeded Peter Drew as chairman in April, said the results reflected the severity of "the deep and prolonged recession in the construction, housing and property business".

He said the substantial cut in dividend reflected the need to conserve cash. He would make no promises about the level of the final payout. "It is not my job to

distribute cash to shareholders when the company needs all its money to ensure it emerges from the recession." A decision would be taken at the end of the year, he said. Taylor Woodrow shares fell 8p to 35p.

Mr Parsons declined to blame past management for the company's problems. "Past management made their decisions in the circumstances that prevailed then. We shall make our decisions in the circumstances that prevail now."

One of the first decisions taken is a plan to reduce overheads by £20 million by next year. The company would not comment on prospective job losses but said savings would be sought across all operations.

The continued deterioration in trading conditions in both property and house-

building prompted Taylor Woodrow to take the unusual step of including provisions against the value of its residential land bank and its commercial properties in its interim results. Such provisions are normally only taken at the year-end.

The provisions totalled £21 million, of which about £17.5 million related to the value of its residential land bank and residential units in the course of construction and £3.5 million to commercial property. None of the residential provisions is understood to relate to the St Mary Abbots development in west London, for which the company paid almost £10 million an acre. It is one of the most expensive residential developments in London.

Before the provisions, the company made

a profit of £5 million, on turnover of £580 million. A year ago, the comparable figures were £25 million and £759 million respectively, including an £18 million profit on property disposals.

Mr Parsons said British housebuilding remained "in the doldrums", with Taylor Woodrow particularly affected by having many of its sites in the South East where prices have been hit hardest. But there was better news overseas. "We are experiencing very good sales in Canada and Australia is beginning to turn up." Worldwide, the group sold 819 units, about 10 per cent up on last time.

The company was also forced to make an undisclosed but "substantial" provision against a disputed construction contract

with Euro Disney, the leisure park. Overall international contracting is thought to have lost about £10 million. In comparison, British contracting broke even, with profitable contracts making up for losses in the group's structural steel operation.

Net borrowings are about £200 million but Mr Parsons said he had no specific plans for asset sales. Indeed, one company previously put up for sale, Greenham Construction Materials, is now to be retained after a reduction in its losses. There was no plan for wholesale asset sales, he said. Such sales would be on a selective basis only. "We will do as much as is necessary to keep the ship afloat."

Tempos, page 22

Change of style heralded by Lloyd's new chief

By Jonathan Prynn, Insurance Correspondent

AN ERA of dramatic change in the style of leadership at Lloyd's of London was ushered in yesterday with the appointment of Peter Middleton, the former head of the Thomas Cook travel group, as the insurance market's first chief executive officer.

His arrival completes the line-up of senior officials who will be responsible for introducing radical reform to the embattled insurance market over the next five years after the nomination of David Rowland as the next chairman.

Neither Mr Rowland, 59, nor Mr Middleton, 52, are drawn from the narrow caste of top underwriters from which the chairmen of Lloyd's have traditionally been selected. Mr Rowland is the head of Sedgwick, Europe's largest insurance broking firm, while Mr Middleton has had no previous experience of the insurance industry.

Although Mr Rowland, who is not yet a member of the Council of Lloyd's, had no direct say in the choice of Mr Middleton, it is believed he was given the opportunity to meet his future chief executive before the appointment was confirmed. Mr Middleton takes on the £250,000-a-year role on Monday, less than three months after the retirement of Alan Lord, the former Treasury minister who was chief executive for six years. Mr Middleton's brief will be

different from that of his predecessor and will follow the recommendations spelled out in the Morse report on governance of the market.

He will be the chief executive officer of the new Lloyd's Market Board, which will be responsible for the development and growth of the worldwide business of Lloyd's. He will also be one of the six nominated members of the Council of Lloyd's. Mr Middleton's appointment was confirmed yesterday by Robin Leigh-Pemberton, the Governor of the Bank of England.

David Coleridge, the outgoing chairman of Lloyd's, described Mr Middleton's arrival as "a vitally important appointment".

Mr Middleton, who is an admirer of the Sir John Harvey-Jones school of management, has enjoyed a distinguished diplomatic and business career, culminating in this year's £200 million sale of Thomas Cook by Midland Bank to two German companies. He said his lack of experience in the insurance world would be "no more a handicap than my total ignorance of travel when I took over at Thomas Cook".

Mr Middleton described his priorities as "to meet as many people as I can", but wants to avoid the trap of feeling under pressure to do something dramatic in his first few months in office. He said his role was one

of "creating the strategy that Lloyd's will follow over the next three to five years". He would not comment on whether a shake-out of the 2,000 staff of the Corporation of Lloyd's is likely. One of the strengths of Lloyd's was that the costs of the corporation had been kept under "very close control", he added.

Mr Middleton denied the job was "a poisoned chalice", saying Lloyd's was "a great institution with a fabulous brand name" that, though slightly tarnished, had vast embedded value. Mr Middleton is on a five-year contract with a notice period of six months.

Val Powell, the chief executive of the Association of Lloyd's Members, welcomed the appointment. "We look forward to working closely with him to ensure that close attention is paid to the primacy of member interests," he said.

Management of the three syndicates run by the Outwair managing agency is to be taken over by a rival firm, Barter and Marsh, from next year. The Outwair agency will continue to administer the run-off of open years up to 1992, including the notorious 1982 year of account of syndicate 317, which was at the centre of a protracted court case this year.

Profile, page 23



Ring in the new: Peter Middleton, left, is welcomed to Lloyd's by David Coleridge, the outgoing chairman

New chief aims to lower Invesco risks

By Neil Bennett

THE new head of Invesco MIM, the fund management group, has promised to abandon its "aggressive and high risk" investment style following the departure of Lord Stevens of Ludgate, the group's former chief executive.

Charles Brady, appointed chief executive last month, also said Invesco had planned a partial flotation of its American businesses in the summer,

but this was abandoned because of tax reasons. The failure of the float, he said, was one of the factors that led to the change in management.

Lord Stevens announced last month that he was stepping down as chief executive and will resign as chairman next summer.

Invesco announced a 92 per cent collapse in profits in the first half to £926,000 because of one-off reorganisation costs and heavy provisions against

Drayton Consolidated, the troubled investment trust managed by the group.

The provisions pushed the group into a retained loss of £5.1 million, compared with a £2 million profit last time. The group cut its interim dividend 78 per cent to 0.5p, and warned shareholders it may only pay a final 2p, half last year's level.

Mr Brady said: "The firm has had a fast-moving and very aggressive investment

style which does not lend itself to today's world. We need to lower the high-risk profile." He said the group may close high-risk businesses like venture capital and highly leveraged investments.

Invesco is being sued for £11.3 million by the trustees of the Mirror Pension Funds in connection with the stock lending schemes of Robert Maxwell. Invesco is making no provision against the claim and will contest the action.

Talks aim to relax insider deal laws

By Neil Bennett, Banking Correspondent

MERCHANT banks and securities houses are in talks with the Treasury in an attempt to relax tough, new insider dealing laws. Brokers are worried the laws will prevent stock market analysts from passing on much of their research to clients.

Industry representatives are also angry at the lack of consultation they have had with the Treasury over the laws, even though they are based on a European Commission directive that was passed in 1989.

The draft legislation, which will be included in the criminal justice bill in the next session of Parliament, was sent to representative bodies at the end of July, and replies had to be submitted by the start of September.

Previously, inside information

could refer only to specific companies. Now, it can cover classes of companies and government securities. But the laws exclude the foreign exchange markets, which will still be vulnerable to manipulation by unethical dealers if they obtain government information on interest rates.

The laws will make it an offence for individuals to encourage others to buy or sell securities even if they do not pass on the information. The law also shifts the burden of proof from the prosecution to the defendant, who must show that he did not intend to profit from the information.

Banking bodies are still talking with the Treasury, which is responding to some of the criticisms.

Comment, page 23

P&O steams ahead but issues warning

By Michael Tate, City Editor

LORD Sterling, chairman of P&O, the shipping, transport, property and construction group, unveiled a 38 per cent advance in pre-tax profits, from £73.1 million to £101.1 million, for the first half of 1992. But he warned shareholders that second-half profits "could be disappointing".

The gloomy forecast unsettled P&O shares, which dipped 15p to 334p before rallying to close at 340p. Lord Sterling said immediate economic prospects were uncertain; since July, there had been a deterioration in some areas, such as housebuilding. The Bovis housebuilding and construction division lost £13.7 million in the first half.

P&O is also vulnerable to the weakness of the dollar. Lord Sterling said the American currency was too low; the

German mark could be the suspect currency. "I am not convinced that the pound is at the wrong level, but I would like to see a cut in the cost of money," he said. "For the moment, we're stuck with these conditions. But come October or November, something will happen. Don't ask me what, but there are no politicians who can stand up to the kind of pressure we are seeing."

P&O shareholders receive an unchanged 13.5p interim dividend, and reassurance about the final payment.

"Our dividend policy is governed by the medium- and long-term underlying prospects of the group, rather than the short term," said Lord Sterling.

Tempos, page 22

The Savoy fails to discount recession

By Angela Mackay

THE Savoy Hotel, the grand old lady of London's West End that has been the natural home of old and new money when "in town", yesterday said that the plunging dollar meant it was relying on commercial events such as the Farnborough Air Show to help its ailing profits. Despite that, discounts on room rates are hardly there for the asking.

Giles Shepard, managing director of the Savoy Group, appeared to be clutching at straws when he suggested the Farnborough Air Show would give his depressed hotels and restaurants business a boost. And Farnborough, as Mr Shepard noted, is the last big date of the season - before Christmas, that is.

The Savoy Group incurred



a pre-tax loss of £1.8 million in the half year to end-June. Last year, the Gulf war was blamed for a £674,000 interim loss. This year, the deep recession and exchange rate movements are blamed for keeping American tourists away. The City

was disappointed and marked down Savoy Group A shares by 30p to 443p. Turnover was little changed at £36.75 million but slightly higher operating costs and depreciation charges forced the hotels group into the red.

Mr Shepard's flagship, The Savoy Hotel on the Strand, like many of the group's establishments, has lighter occupancy levels than usual. Incentives such as chauffeur-driven cars to and from Heathrow - a saving of at least £60 - were being offered. A standard double room at The Savoy costs £180 plus VAT, a double room with a view of the Thames costs £240 plus VAT, and corporate rates are the same except that upgrading at no extra charge is possible.

Enquiries by The Times

confirmed that discounting was not an option, though other forms of incentives include a Capture the Magic weekend deal. This offers a standard double room and full English breakfast with a bottle of chablis, chocolates, flowers and fruit in the room when the guests arrive for £220 a night, including VAT.

While there are several stories about discounting at some of the group's other hotels - Claridges, The Connaught and The Berkeley, also in London's West End - several telephone calls failed to secure any significant savings.

The group said "a successful autumn would give a much needed boost" to a depressed tourist industry. So would a higher dollar, fewer wars and an end to world recession. Not much sign of those, either.

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Drinking in success: Hubert Reid, managing director of Boddington Group

FROM PHILIP ROBINSON IN NEW YORK

THE worst property slump in London for 50 years will last at least ten more years, according to a survey by the London School of Economics.

Standard & Poor's says vacancy rates appear to have plateaued at a record 20 per cent and that the volume of

The agency also gave a warning that any slight upturn in the market would be short-lived, if the banks, at

present the reluctant owner managers of large sections of property, rush to sell their holdings into an apparent

In the past four years, the rent for prime office space in space in the mid-eighties was fuelled by bank loans to property companies and combined recovery will be a fall in the level of inducements to tenants.

By MICHAEL TATE
CITY EDITOR

STAGNATION in the house-

ing market has led to a further

fall in profits at Wilson (Connolly), the Northampton builder, in the first half of 1992. Pre-tax profits have tumbled from £13.8 million to £8.8 million, and earnings from 5.1p to 3.2p a share. However, the interim dividend, held at 1.27p a share, remains comfortably covered.

Wilson's biggest coup of the year was the £24 million share placing achieved in April when post-election euphoria whipped up expectations of an early revival in the housing market. The funds have helped secure the balance sheet to the extent that interest was covered 14 times by pre-tax profits in the first half, and the group remains cash positive.

The board confesses, however, that it is difficult to see any recovery in its markets.

During the six months, the group sold 1,250 houses, only

50 fewer than in the first half of 1991, at a net margin of 11 per cent, but house profits still fell, from £12.4 million to £7.4 million. Construction profits almost evaporated, at £262,000, against £1.34 million, but were a creditable result in the conditions.

The group's property company turned in a profit of £1.07 million, against only £42,000 a year ago, and has signed important local author-

ity contracts to sell land and build at its "Lakes" development in Northamptonshire and the Oxford Spire Business Park.

SHARES in NFC, the transport group, fell 11p to 218p on disappointing third quarter results. The company now

experts have given pre-tax profits at the three and six month periods previously indicated "best view" range of between £90 million and £100 million, against £93.7 million in the previous 12 months. In the nine months to July 11 pre-tax profits rose from £63.9 million to £64.1 million on turnover of £1.24 billion, up from £1.18 billion. Earnings were 9.2p a share, against 9.3p, and the third quarter dividend is 1.55p, making 4.25p so far, compared with 4p.

NFC said that while parcels handling and contract hire showed some signs of improvement, this did not indicate any general economic recovery. Home services margins were eroded because of the depressed state of domestic house-moving and lack of consumer and business confidence.

CAIRD Group, the waste disposal and environmental services company, is holding the interim dividend at 1.33p a

share. Pre-tax profits were virtually unchanged at £3.2 million in the six months to end-June (£3.10 million), although earnings fell from 2p a share to 1.8p on a slightly higher tax charge. Operating profits rose from £2.0 million to £3.7 million, but the benefit was offset by interest costs of

BRITISH-Borneo Petroleum Syndicate, an oil production and investment group, expects sterling oil prices to remain at

present levels until the end of the year, with American gas prices continuing on a firmer trend in the winter. The company increased taxable profits from £1.66 million to £2.26 million in the six months to June 30. The interim dividend is unchanged at 2.667p a share and the directors expect to maintain the final dividend.

LOWER mortality rates, particularly in London and other urban areas, led to significantly lower trading levels at Great

Southern Group, the funeral services company. But profits rose from £2.3 million before tax to £2.55 million in the half-year to end-June. Earnings rose from 10.7p a share to 11.85p and the interim dividend is raised from 3.3p a share to 3.6p. Turnover was £14.8 million (£14.1 million), resulting in operating profits of £3.2 million (£3.17 million).

[illegible]

By JONATHAN PRYNN, INSURANCE CORRESPONDENT

ly because of a £120 million switch out of British equities into German bonds and reduced exposure to the dollar.

Mick Newmarch, chief executive, said the improvement reflected the stability of the profits from its long-term businesses and the emerging benefits of recent actions in relation to loss-making general insurance activities.

The British general insurance accounts have responded particularly well to the treatment applied by Prudential's management. A £23 million deficit for the first half of last year was converted into a £3 million profit. The British accounts also benefited from mild weather and their very small exposure to domestic mortgage indemnity business, which has caused losses of billions of pounds for the British insurance industry.

Prudential announced its withdrawal from general insurance broking in Britain last March and staff have been cut from 1,150 to 450. A small residual staff will be retained to assist the new law. Prudential to complete its commitments, Mr Newmarch said.

Premiums rates on private motor accounts have been increased five times since July last year and the company has withdrawn from motorcycle cover. Rates on contents insurance rose 20 per cent in July. Mr Newmarch gave warning that the future trend for rates will be "still upwards rather than stabilising".

The gains in the British direct general insurance operations, however, were largely offset by a £25 million loss (£2 million loss) from the general reinsurance activities of Mercantile & General, the reinsur-

By MATTHEW BOND

ABP bought at the end of 1986, and whose value has been written down to £124 million. During the half year, a 50 per cent share in the London Pavilion, a GSE development at Piccadilly Circus, was sold by an associated company, reducing ABP's off-balance-sheet debt by £12 million to a half year end level of £14 million. The company has on-balance-sheet net borrowings of £348 million, giving gearing of 56 per cent.

With the exception of the property development division, which made an operating loss of £1.6 million, profits were generally resilient. The £2 million of severance costs contributed to a 9.4 per cent fall in operating profits in the ports and transport division to £35.6 million, while the group's property investment portfolio, located both on and off port land, saw operating profits rise 10 per cent to £61.2 million, as a number of new lettings were secured.

The group's total interest bill fell to £20.8 million (£27.6 million), but the amount capitalised tumbled to £700,000 (£1.01 million), thereby raising the interest charge taken through the profit and loss account to £20.1 million (£17.5 million).

BY ANGELA MACKAY

BASE salary increases of main board executive directors almost halved in the year to July, from 14.5 per cent to 7.7 per cent, according to a survey by Monks Partnership, a research group.

Over the same period, 43 per cent of parent company chief executives who would have been eligible for bonuses did not receive them because corporate performance did not reach target levels. That compares with 30 per cent previously.

Monks Partnership's conclusions differ from those of Pensions Investment Research Consultants, which said last week that the salaries of the highest-paid directors of FT-SE 100 companies increased by 2 per cent. Monks's figures point to a median increase of about 8.5 per cent.

Research by P-E International into pay in 21 OECD countries found that British managing directors' gross pay ranked 14th. The relatively low UK tax burden of 34.5 per cent (the lowest except for Greece) boosts this ranking to tenth after adjustments for living costs.

BY MARTIN WALLER, DEPUTY CITY EDITOR

tor, Andrew Teare, chief executive, said the "brutally conservative" land withdrawal of £11.2 million were the first since 1990. Conditions to the end of the year would be "pretty bleak".

ECC's construction business saw operating profits fall from £8.9 million to £4.5 million; construction materials slumped from £1.3 million to £7.5 million. But analysts were more concerned at prospects for ECC International, the day business, though half-way profits held up well at £46.5 million (£48.9 million).

ECC has responded to increasing competition in Europe from American producers, such as the giant

PRICE Waterhouse, administrator of Maxwell Communication Corporation, has announced the sale of the MC Italia offshoot, holding company for Panini, which makes football stickers, to Bain Gallo Cuneo Capital Investments, the Italian arm of Bain & Co, the Boston management consultant.

The administrator declined to reveal the sale price. Panini had sales of about £70 million in 1991 and employed 586 people worldwide.

Higher exports and lower interest charges after last October's cash call helped Avonmore Foods, the Irish dairy and meat products business, rise 46 per cent to Ir£9.63 million (£9.17 million) in the half-year to July 4. The interim dividend is Ir1.45p (Ir1.35p).

Hunter Saphir, the specialist foods group, is selling **Emile Tissot**, its frozen ready meals business, to **Cavaghan and Gray**, for £3.75 million cash.

Pre-tax profits at Avonside Group, the housebuilder, fell to £2.82 million (£3.41 million) in the first half of 1992, on turnover up to £25.9 million (£24.5 million). The interim dividend is 1.8p a share on earnings of 4.37p.

Nurdin & Peacock, the cash-and-carry wholesaler, made £5.59 million (£6.97 million) pre-tax in the half-year to end-June. The interim dividend is held at 1.96p.

FROM TOM WALKER IN BRUSSELS

THE European Commission for the first time yesterday asked member governments to levy a countervailing duty on a product exported by a member of the European Free Trade Association.

The EC has recommended duties of 10 per cent on Chrysler Voyager multi-purpose vehicles made in Austria.

After an intense debate, during which Franz Andriessen, external affairs commissioner, argued that the duties should be avoided at an awkward time in EC-Austrian relations, Sir Leon Brittan, competition commissioner, held sway. He insisted the Scandinavian and Alpine nations respect EC state aid rules. The Voyager plant at Graz received more than £70 million from the Austrian government, equalling one third of its start-up costs.

In the EC, state aid is

generally restricted to no more than 10 per cent of costs, and the Commission received complaints from Matra, the French state company that made Renault Espace, the main EC rival to the Voyager. Matra pointed out that 90 per cent of Voyagers exported from Graz are for the EC market and the Commission agreed that the Austrian government was in effect unfairly subsidising the vehicles.

Austrian diplomats in Brussels were furious at the news, pointing to the 24 per cent state aid given to Volkswagen and Ford by the Portuguese government to set up an MPV plant near Lisbon. But EC sources said the Portuguese plant is "not a fair parallel", because it is in a depressed area far from northern European markets. "Those criteria do not apply to Austria, which is rich," one source said.

PETER TRIEVNO



Money makers: from left, John Cope, Philip Conway, Michael Morley and John Lloyd, of Portals, yesterday

COMPANY NEWS IN BRIEF

BR. DREDGING (Int)
Pre-tax: £578,000
EPS: 2.2p (2.88p)
Div: 2.6p (2.6p)

BURNFIELD (Int)
Pre-tax: £1.1m
EPS: 4p (1p loss)
Div: 1.65p (1.65p)

BR. THORNTON HLL
Pre-tax: (Fin) £947,18
EPS: 1.04p (14.14p)
Div: Nil (Nil)

SHERWOOD COMP
Pre-tax: (Int) £1.75m
EPS: 16.7p (8.6p)
Div: 1.75p (1.5p)

NORTH SEA ASSET
Pre-tax: £890,000
EPS: 1.75p (1.94p)
Div: Nil (nil)

SUNLEIGH (Int)
Pre-tax: £11,000
EPS: 0.10p loss
Div: Nil (nil)

STAT-PLUS GP (Int)
Pre-tax: £2.02m (£2.4m)
EPS: 6.3p (7.25p)
Div: 2.56p (nil)

EVANS HALSHAW (100)
Pre-tax: £1.51m (£1.8m)
EPS: 4.6p (5.6p)

Interim profits last year were £759,000. Workforce cut 11.5 per cent because of depressed trading conditions.

Last year there was an interim loss of £281,000. Recovery expected to continue in the second half. Balance sheet strong with net cash

Loss last year was £1.04m. Turnover recovered from £733,000 to £4.67m. Sales and profits are ahead of budget

Interim profits last year were £575,000. There was an exceptional credit of £522,000 from pension scheme reconstruction

Previous interim profits were £871,000. Company expects to pay full-year dividend. There was an extraordinary charge of £826,000

Interim loss was £1.4m last time, with a loss of 2.4p per share. Prospects for second half are less favourable

Group has cash deposits of £13.6m, which earned investment income of £714,000 (£875,000). Housing

Sales of new cars were unchanged but used car sales were lower. Future of a loss-making dealership

BRITISH FUNDS

[illegible]

DEMAND from eastern Europe's liberated nations and the former Soviet states for paper currency of their own promises a prosperous medium-term future for Portals, the bankrupt paper maker, but for now, the group is more concerned with "slippage" in orders from its established customers (Michael Tate writes).

Michael Monley, the chief executive, said the company has "two or three" important tenders outstanding. He said: "We are still confident of getting the business—it is just taking longer than usual to sign the contract."

Mr Monley was speaking after unveiling pre-tax profits of £12.63 million for the first half of 1992, 8 per cent higher than the £11.69 million reported a year ago.

As a result of delayed orders and deferred shipments, turnover within the security and specialist paper-making divi-

sion dipped 3 per cent, to £46.7 million, during the period. Prices came under pressure too, but Portals attacked its costs and squeezed a fractional increase in margins, to leave operating profits at £10.1 million (£9.73 million).

The bulk of the group's profit increase originated in the protection and control division, designer and manufacturer of equipment and software for monitoring quality of anything from rivers to BBC transmitters. The division overcame a 2.8 per cent decline in sales, to £44.3 million, to produce a 22 per cent profits increase at £3.39 million.

Capital spending is up from £12.7 million to £14 million this year, but a broadly neutral cash flow is expected.

The interim dividend is held at 5p a share, with the board preferring to see the full results before deciding on the prudence of an increase.

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premium charge of £225,000.
 Annual loss was £1.4m last time,
 in a loss of 2.4p share.
 Prospects for second half are less
 predictable.
 Group has cash deposits of £13.6m,
 which earned investment income of
 £4,000 (£875,000). Housing
 market still deteriorates
 of new cars were unchanged
 used car sales were lower.
 Future of a loss-making dealership
 under review

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BUSINESS TO BUSINESS

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Worries on economy dent Dow

day at 5,120.99.

□ Sydney — Weak overseas markets and uncertainty about interest rates dragged shares to a 17-month low. "Cash is the favourite thing to have at the moment," one broker said. The All Ordinaries index ended 23 points down at 1,478.9.

□ Singapore — The Straits Times index fell 8.66 points to

Hillsdown became the latest food company to give the lie to the sector's sup-

Hillsdown

Equities and securities under fresh pressure

The only bright note among companies reporting was the Prudential Corporation, up 6p at 236p, after weighing in with better than expected half-year figures.

MICHAEL CLARK

RISERS:		
Dunhill	418p (+15p)	Up Bluecote 245p (-12p)
BCC	629p (+14p)	Hillwood 83p (-83p)
Fisons	180p (+10p)	Booker 347p (-17p)
FALLS:		Cable Wireless 511p (-15p)
S.A Breweries	683p (-46p)	RMC Group 365p (-24p)
Pontals	374p (-12p)	Redland 320p (-28p)
Kesley Ind	283p (-15p)	Nylon Bowden 226p (-14p)
Hepworth	220p (-12p)	Eys (Wimbold) 810p (-20p)
Eg China Clay	371p (-75p)	BICO 233p (-11p)

Financial Review Page 24

Exchange index compared with 1985 was down at 92.0 (day's range 92.0-92.3).																																																																										
Mid Rates for Sept 9																																																																										
	Range	Close	1 month	3 months																																																																						
Amsterdam	3,128.7-3,150.6	3,134.5-1,131	1yr=pr	3yr=pr																																																																						
Brussels	57.19-57.44	57.30-57.43	4-yr	1-yr=pr																																																																						
Copenhagen	10,732.0-10,770	10,736.0-10,762.0	1-yr=pr	2-yr=pr																																																																						
Frankfurt	2,844.5-2,865.0	2,849.5-2,865.0	1-yr=pr	3-yr=pr	London	2,788.0-2,792.1	2,786.0-2,789.5	1-yr=pr	3-yr=pr	Madrid	104.5-104.7	104.6-104.7	120-14.50	230-24.50	Paris	180.74-181.29	180.76-181.06	145-16.50	240-26.50	Milan	2121.40-2132.90	2124.50-2127.70	15-16.50	32-35.50	Stockholm	2,844.4-4,002	2,847.0-3,291	115-12.00	145-16.50	New York	1,974.5-1,990.0	1,974.5-1,975.5	122-12.10	333-33.50	Tokyo	10,997.0-10,770	10,997.0-10,240	64-6.50	89-9.50	Australia	4,490.0-4,500	4,497.0-4,500	10-10.50	18-20.00	Stockholm	10,124.0-10,250	10,120.0-10,150	10-10.50	18-20.00	Switzerland	2,464.0-2,468.5	2,463.5-2,473.5	1-yr=pr	3-yr=pr	Vienna	19.54-19.61	19.54-19.61	1-yr=pr	3-yr=pr	Zurich	2,464.0-2,473.4	2,470.0-2,473.4	1-yr=pr	3-yr=pr	Sources: <i>Eurol</i>					Premium = pr. Discount = d.				
London	2,788.0-2,792.1	2,786.0-2,789.5	1-yr=pr	3-yr=pr																																																																						
Madrid	104.5-104.7	104.6-104.7	120-14.50	230-24.50																																																																						
Paris	180.74-181.29	180.76-181.06	145-16.50	240-26.50																																																																						
Milan	2121.40-2132.90	2124.50-2127.70	15-16.50	32-35.50																																																																						
Stockholm	2,844.4-4,002	2,847.0-3,291	115-12.00	145-16.50																																																																						
New York	1,974.5-1,990.0	1,974.5-1,975.5	122-12.10	333-33.50																																																																						
Tokyo	10,997.0-10,770	10,997.0-10,240	64-6.50	89-9.50																																																																						
Australia	4,490.0-4,500	4,497.0-4,500	10-10.50	18-20.00																																																																						
Stockholm	10,124.0-10,250	10,120.0-10,150	10-10.50	18-20.00																																																																						
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Vienna	19.54-19.61	19.54-19.61	1-yr=pr	3-yr=pr																																																																						
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Keeping on the inside track

Having taken responsibility for regulating securities markets from the DTI, the Treasury should be careful not to fall down the first manhole in the street. This could happen if early reports of proposals to widen the scope of insider dealing laws are realised in the Criminal Justice bill. Including dealing in gilt-edged and in futures makes sense and the revelation was well-timed after market grumbles about alleged deals ahead of last week's sterling support package. This will change little for professionals. Ever since the Bank Rate tribunal of the Wilson years, big traders have known that being found dealing on inside official information would have dire consequences, but would be hard to prove when rumour is rife.

By contrast, the widening of the ban to include advice to customers based on non-public information could strike at the heart of the normal and proper working of equity markets. Unless it is handled sensitively, it could needlessly damage London as a dealing centre. The notorious brokers lunch, at which analysts are briefed on a company's up-to-date trading or try to read nods and winks, has many critics but seems an integral part of officially promoted attempts by companies to draw closer to the City and to big shareholders. The City hates surprises. Small shareholders are usually left out but suffer worse if they miss surprising news for a few minutes or hours. The American system of using recognised channels for regular updates might not work so well here. Banning the use of non-public industry information would be plain silly.

Whitehall must remember that other EC member countries are often happy to enact all-embracing legislation but to ignore any inessential rules. Attitudes are different in this country and the City must not be left with ambiguities that could undermine regulation as a whole.

Ill winds

When markets are gripped by hysteria, they will seize on anything to justify ignoring reality. In this case that ERM parties will not change in the short term. The fate of the Finnish markka is rarely the talk of the town, for good reasons. Finland's attempt to tie its currency to the mark was always questionable, because its economy depended on the sagging fortunes of the former Soviet Union. Cutting the link should have no importance outside the Nordic region and the paper trade. In this fevered climate, it forced Sweden to post emergency interest rates in an attempt to convince the markets that the krona will not join another round of competitive Scandinavian devaluations.

This has little to do with the ERM. A message borne on north east winds that the mark is too strong should not come as much of a surprise in London, Frankfurt or New York; nor should apparent backtracking by the Bundesbank over interest rate commitments or its widely predicted move to sterilise the effect of recent mark intervention sales by keeping money short at home. The Bundesbank would be happy to revalue in a general ERM realignment to get the rest of Europe off its back over interest rates, but as the Germans acknowledged at Bath, that needs agreement among EMS members that is not forthcoming and would not happen quickly even if the French said *non* to Maastricht.

Far more important than such minor currents is the fall in the interest rate on three-month US treasury bills to a 29-year low of 2.91 per cent. That widens the gap between dollar and mark rates almost to 7 per cent, hardly an incentive to finance American deficits. So long as America and Europe pull so vigorously in opposite directions, currency dealers are liable to act like animals ahead of a hurricane.

Peter Middleton, the new chief executive of the London insurance market, is not looking for a quick-fix solution. Jon Ashworth finds

It would be hard to imagine someone further from the traditional, oak-panelled image of Lloyd's of London than the insurance market's new chief executive. Trained at the Sorbonne and Hull University, a supporter of Middlesbrough football club, and a fan of the Rolling Stones. A former monk who enjoys a drink, rides motorcycles and gets by on four hours sleep a night. A career diplomat who speaks French fluently and almost ran for Britain in the 1968 Olympics.

Such a person could not really exist. But he does. He is Peter Middleton, who inherits a title few in the City would want for all the money in the world. Yesterday, he was just another captain of industry. Today, he is the talk of Lime Street. To Lloyd's, stung by criticism and reeling from innumerable body blows, he brings hope. To the names who have seen their fortunes disappear, he presents a new target. To the underwriters and brokers who run the insurance market, he is at once a threat and a possible saviour.

He has one answer for them all. "I don't care if they think I'm bad or good, that's irrelevant," he growls in a deep Geordie accent. "I can only manage the way that I manage. If you start playing roles like an actor, saying 'I think they would want me to be like this', it's a disaster for everybody concerned, so I'm gonna be me, right?"

Right, Mr Middleton, 52, with his forthright manner and "roll up your sleeves and get on with it" approach, may be just what Lloyd's has been looking for. Tall and tanned, his hair closely cropped, it is hard to tell what he is thinking. His face, a diplomat's face, gives nothing away. He is blunt and to the point, yet does not patronise. A childhood in Middlesbrough, in the tough industrial belt of the North East, has helped him to keep things in perspective.

This, then, is the man chosen to salvage Lloyd's from the most disastrous spell since 1980. As successor to Alan Lord, who retired in June, he will be the key figure in the triangular structure of governance proposed by Sir Jeremy Morse, Controller of the market, and passed to new bodies: a market board to oversee business conduct and a regulatory board to deal with disciplinary matters. A smaller, less influential council, will preside.

For the first time, Mr Middleton will work closely with David Colledge, who, as chairman, has borne the brunt of criticism from disgruntled members. David Rowland is almost certain to succeed him as chairman on January 1, and the new Lloyd's team will be in place.

Mr Middleton's past success, first as a diplomat, latterly as chief



High office: Peter Middleton says he will not change his management style for the £250,000-a-year job

executive of Thomas Cook, the tour operator, leaves him well placed to cope with the task at hand. "Management is not difficult, right?" he says, perched on a sofa in the chairman's office, high in the Lloyd's building. "It's very simple. You've got to know what you want, then either get everybody else's agreement that that is what they want too, or adapt it to take account of their wisdom in addition to yours."

"It doesn't matter whether you've been a broker or an underwriter or a mortgage or a footballer. What every manager needs to be successful is the right balance between persistence and patience. You can't change institutions overnight. The tidal wave philosophy of management doesn't work." In nearly five years at Thomas Cook, he is credited with turning a lumbering dinosaur of a company into a well-run, profitable organisation. He intends to do the same at Lloyd's, given enough time.

The way you change a culture is through a kind of persistent seepage, you've got to keep on with it until it gets all the way through the organisation. And it takes three to four years in an organisation of any size. Anybody who thinks they can change fundamentally, in a short time, the way a company does things is

wrong." Mr Middleton was chosen from an original list of more than 100 candidates drawn up by Goddard Kay Rogers, a firm of headhunters that specialises in executive recruitment.

Some Lloyd's insiders expressed concern over the speed with which a new chief executive was being chosen. In fact, GKR was retained to find a successor to Mr Lord before last Christmas and was in a position to present a final shortlist almost as soon as the Morse and Walker reports were published.

The final list came down to a choice of six, including Andrew Duguid, head of market services, and Bob Hewes, head of regulation. The rest were outsiders. Sir John Trevelyan, a GKR partner, said: "One of the very difficult things about Lloyd's is that whoever does the job of chief executive has in effect got to manage without controlling the generators of revenue. It takes a very special sort of person to lead the business without having responsibility for the bottom line."

Mr Middleton's experience of public office counted in his favour. Just as important was an ability to develop a brand name — how to restore an

image that had lost its sparkle. Above all was the need for diplomacy. The chief executive had to be able to cope with all the diverging interests at Lloyd's, pacifying with one hand, hammering with the other. It had to be someone who would command the respect of names, underwriters and brokers alike. Mr Middleton steps into the £250,000 a year post well aware of the problems. "There are different constituent elements of this Lloyd's community. What I have to do, with the chairman, is to involve them in together formulating a view which is probably going to be driven by the market board — where do you want to be? what are we going to do about the competition? what are we going to do about the brand? it's a great brand."

The prospect of Lloyd's being run by a former monk is bound to appeal to the City's twisted sense of humour. To Mr Middleton, five years in a monastery in Devon after leaving school proved invaluable. "It was an important part of my life because I learned a lot of things there that have proved useful since, and I got a lot out of it, including some knees." "I wouldn't say it's a direct training route for future executives or anything remotely like it, but you just learn things about human nature.

The great thing about being silent and being still is you're nowhere to hide, there's no activity to cover up the shortcomings that you might have. You learn a lot about observing other people. It also gave me an education because the people there were very erudite. They had a superb library and I just read and read and read."

Five years on, at a spiritual crossroads, he departed for the Sorbonne to study philosophy. A year or so later he was back in England, where he spent a year and a half "just mucking about", as he puts it. "I worked on building sites, drove a lorry, did a lot of running at that time, and got myself pretty fit, and then decided that I wanted to do social studies at university and went off to Hull."

In 1968, in this third year at university, he was almost certain to run for Britain in the 400 and 800 metres at the Mexico Olympic Games. An ankle injury put paid to his dreams. A career adviser at Hull suggested the diplomatic service.

A spell in Jakarta, then London, led to a posting in Tanzania in 1973. While there, he became popular for screening re-runs of *Match of the Day* in his back garden. "Due to the problems with Rhodesia and Ian Smith it was quite difficult to get Tanzanians from the ministry of foreign affairs or other ministries to come to your house, but I must say football is a great leveller. I think, watching Middlesbrough in my back garden."

He was in Paris from 1977-82 before returning to England and a career in banking. He was soon running Midland Bank's international banking arm and, in late 1987, was asked to "sort out" Thomas Cook, which Midland had bought in 1971. Five years later, with a sale agreed with Westdeutsche Landesbank that left Midland £200 million the richer, Mr Middleton is ready for his next challenge.

For someone stepping into such a high profile post, Mr Middleton is remarkably down-to-earth. A man with tremendous energy — "I only sleep for about three and a half hours maximum, a night", he enjoys long walks on the North Yorkshire moors "when I can find the time". Home is Twickenham, southwest London. His wife, Yvonne, is about to start a degree in French, and they have two sons and a daughter. Mr Middleton loves music — "I preferred the Rolling Stones to the Beatles and I liked The Who even better" — but his taste now leans towards opera. He rides an 800cc motorbike and will probably commute to work on it. Someone described him as a "testosterone aesthete". "For the record," he said, "I am not testonal, and if an aesthete is a kind of Oscar Wilde character, I'd like to think that I wasn't."

His direct, northern manner could not be in sharper contrast to the image of the "typical" Lloyd's name. Underwriters and agents may think they have inherited "just another civil servant". His laconic manner will help prove them wrong. "My view is you have got to take your work seriously but not yourself, and I hope I never will."

THE TIMES CITY DIARY

Empty chair

WITH the messy and inconclusive Guinness affair still overshadowing him, Lord Spens has reacted wryly to a conference on fraud under the aegis of the London School of Economics and law firm Stephenson Harwood on September 25. The two guest speakers will be Mr Justice Henry, who presided over the Guinness trials, and Nicholas Furnell QC, chief prosecutor in the ill-fated Blue Arrow case, who will give a paper entitled "The Management of Fraud Trials". By general consensus, both trials showed the pitfalls of long fraud cases. Lord Spens, now awaiting a judicial review of Mr Justice Henry's judgment in his own case, finds the choice of conference title and speakers somewhat ironic. "It should be called 'The Mismanagement of Trials'," he says. Well, he would say that, wouldn't he, is the obvious retort and at the conference others may well disagree. Spens says it is "unlikely" he will attend the conference. "Interesting though that might be," as well as writing a book, he is currently preparing for the judicial review now set for November 17. After the Guinness II trial he failed to win a formal acquittal or to be awarded costs but was, in his words, "left in limbo". His costs have been estimated at £400,000 and he has been receiving legal aid. While he hopes Mr Justice Henry's decisions will be overturned, "I've given up trying to second guess court judgments," he says.



Young dude

NEWS in yesterday's City Diary that Nomura's oil analyst Alan Marshall was leaving to join Swiss Bank Corporation was of less interest to some of our readers than the revelation that his nickname, in certain quarters, was "Lanky". It seems before becoming an analyst Marshall worked as a humble hack, first on *Office Equipment News* and then for *Lloyd's List*. Chris Mayer, deputy news editor of *Lloyd's List* says during Marshall's time there he was known originally as "the sheriff". Then, after a press trip to Sweden, for which he draped an estimated 14 cameras around his neck, he became "Minolta Man" instead. "Perhaps now is the time," suggests Mayer, "in view of his ability to make money in public houses answering questions on post-1970s music, for his new colleagues at SBC to realise his ambition and call him 'the thin white duke' after his hero, David Bowie." SBC it seems, is about to get more for its money than it realises.

Asda search ends

THE search for a woman to sit on the Asda board has ended with the appointment of Susan Ellen, 43, managing director of Bupa health services, as a non-executive director. Ellen, married to Simon Ellen, a director in the fixed-income department at Warburg Securities, is no stranger to the sort of upheavals Asda has had. She is one of the few Bupa executives who survived the changes when Peter Jacobs became chief executive in 1991 after big losses and runs one of Bupa's most profitable divisions. An NHS planner by training, she has been with Bupa since 1977. Fellow Bupa director, Arthur Large, describes her as "tough minded, lots of business acumen and keenly in touch with what's going on in the world."

Name game

MTM, the troubled chemicals group, was falling over itself yesterday to repair damaged relations in the City. But was it taking things to extremes in appointing Terry Smith as its new finance director, especially when MTM featured in the *Accounting for Growth* book? MTM was accused of capitalising product registration and development costs. MTM's Terry Smith, however, is not the former UBS Phillips & Drew head of research who parted company with the firm this week, but hails from British Fuels and Yorkshire Chemicals. "He is a 43 year old down-to-earth scouser," MTM's man in the City says.

DEBRA ISAAC

Corporate governance reform urgent

From Dr Maurice Gillibrand Sir, Angela Mackay reports (September 7) that in a recent survey, the financial directors of 1,000 of Britain's top quoted companies indicated that non-executive directors "should have only restricted access to management and sensitive information". Such an attitude confirms the urgent need for reform in corporate governance.

Incredible though it may seem, it appears that a substantial number of directors would be prepared to withhold information relative to the conduct of the business from their fellow members of the board. It may, of course, provide a clue to some of the recent corporate disasters but, nevertheless, it dispels the myth that non-executive directors are in a position to render the board more accountable for the use of shareholders' funds. Fundamental to the debate on corporate governance is the fact that British business will only be able to contribute to the recovery of

the economy within an effective structure of corporate governance. The views expressed by the finance directors demonstrate that the acceptance of the voluntary proposals of the Cadbury Committee is becoming extremely remote and this should stimulate the government into initiating reform of the Companies Act to restore the accountability of boards to the shareholders.

Yours faithfully, MAURICE GILLIBRAND, 7 Tal-y-Cae, Tregarth, Bangor, Gwynedd.

From Mr Peter Waine Sir, The lack of enthusiasm expressed by finance directors in the 31 report *plc UK A focus on corporate trends* for non-executive directors, is more a reflection on the quality of many of the candidates and the way they are selected than on the principle of such appointments. Yours faithfully, PETER WAINE, Director, Hanson Green, 43 North Audley Street, W1.

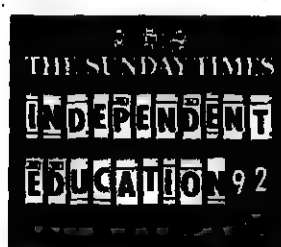
Reasons for taking a total quality approach

From Mr B.J. Nicholson Sir, The item (Your Own Business, September 4) regarding BS 5750 registration dismayed me. It underlines a concern I have, that many businesses see registration in isolation. When considered as part of a Total Quality approach, with real commitment from board level downwards, and everyone committed to getting it right first time, the whole becomes a highly worthwhile exercise. Market shares really do increase, because of improved product quality and business processes, and costs reduce, because waste is reduced. Many of Britain's largest,

and internationally successful companies, together with smaller ones, have already adopted a Total Quality approach and see BS 5750 as only a part of the process. With today's constant pressure on costs, those companies would not spend money unwisely. In requiring registration for BS 5750 from their suppliers, companies are wishing to safeguard the whole supply chain, not add an additional bureaucratic burden. Yours faithfully, B.J. Nicholson, Management Consultants, 130 Putley Downs Road, Sanderstead, Surrey.

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TRANSPORT							
445	233	American Express	226	-16	8.0	48	76.1
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451	251	Greyhound	551	..	1.0	28	67.5
182	65	Chatham & Co.	65	8.0	64.8
183	65	Chatham & Co.	65	8.0	64.8
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454	261	Continental	261
147	147	Continental	147
455	261	Continental	261
108	76	Greyhound	76	5.3	11.3
109	76	Greyhound	76	5.3	11.3
456	65	Yellow Coach	65	1.0	1.0
457	125	Yellow Coach	125	1.0	1.0
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WATER							
444	500	Aqueduct Water	452	..	3.3	6.0	8.1
510	500	Northwestern	452	..	1.1	20.8	5.3
511	500	Northwestern	452	..	1.1	20.8	5.3
446	500	Severn Water	452	..	3.3	10.6	6.0
447	500	Severn Water	452	..	3.3	10.6	6.0
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Source: Finnet

* US&P: P = Prices in suspension; F&R: delivered; 1 Ex distribution; 1 Ex rights hand; 2 Ex all; 3 Ex capital; 4 Ex distribution; 5 Exports or repair; 6 delivered; ..no significant data

هكذا من الاصل

ACCOUNTANCY TIMES

Europe should take first steps towards a bankruptcy code

By HARRY RAJAK

MESSY multinational bankruptcies, such as Maxwell, Olympia & York and BCCI, have highlighted the need to cut costs and delays by co-ordinating European Community insolvency laws and proceedings. The division of responsibility between Britain and Luxembourg in the case of BCCI, for instance, has made the job of liquidators such as Brian Smouha of Touche Ross more complex and delayed payments to creditors.

The EC seems nowhere near reaching agreement on harmonisation. More modest efforts at co-operation might, however, break the logjam. In 1990, the EC established a committee of experts from each member state to draw up a bankruptcy convention designed to govern a wide range of insolvency issues. By mid-1991, the committee had prepared a first draft for consultation, which led to a revised text in May. Its discussions continue but with no deadline.

This is not the first time that the EC has sought harmony. Draft conventions were prepared in 1970 and 1980 but attracted hostility or indifference from member states. The

present initiative has support from the European Commission, which sees this as a single market issue, but member states might not be so keen. Judging by attitudes to the Council of Europe's 1990 bankruptcy convention, which seven of the 24 member countries signed but none has ratified, the outlook is bleak.

The ideal solution to insolvency of a multinational corporation is a universal regime under which all assets, wherever situated, are collected by a single official and distributed proportionately among creditors. This ideal seems unattainable within the EC.

National laws vary widely, reflecting not merely commercial practice but also cultural traditions. These might favour bank creditors, as in Britain, the entrepreneurial debtor, as in the United States, or employees whose jobs are at risk, as in France. There are also commercial objections to harmonisation from each EC country. Local creditors, who would recover money owed by a hopelessly insolvent multinational, would resist transfer of local assets to a central pool.

The arbitrariness and unfairness that sometimes occur



Complex task: Brian Smouha, BCCI liquidator, has faced divided jurisdiction

now, together with the enormous costs of a cross-border insolvency, ought to be powerful spurs for achieving a unified EC approach. There are also enough national commercial similarities for a convention to be a realistic goal. Progress will depend on eliminating complicating factors, treating such a conven-

tion as the first in a series of steps towards greater integration. Member states are more likely to accept something that imposes a modest degree of uniformity, on which national courts and the European Court of Justice can build.

A limited convention might oblige each member state to recognise the bankruptcy institutions and officials in all the others. It would include a table of equivalent institutions, such as those corresponding to liquidation and administration in the UK. Administrative receivership and voluntary liquidation, which do not need a court order, might pose problems, as might some regimes in other member states. These could be left out of the table.

Through recognition and this table of equivalent regimes, the convention would, for example, enable a German liquidator seeking to recover a property owned by a German bankrupt in Britain to use powers available to a UK liquidator. Member states would recognise any insolvency procedures begun in another and allow their ap-

pointed officers to collect the insolvent debtor's assets.

There would be no attempt to harmonise principles of substantive law, such as the rights of secured creditors or the type and entitlements of preferential creditors. The rights of member states to pursue parallel bankruptcy proceedings would also be retained, though one might be designated as the lead case.

Such a limited convention would provide for the European Court to interpret its provisions. This, in turn, would strengthen the hand of judges in national courts to resist demands of local creditors in a multinational insolvency in the interests of all. In the end, creditors as a whole might get a better deal.

Harry Rajak is director of the Insolvency Research Unit at King's College, London, a consultant to Lovell, White Durrant, solicitors, and editor of A Practitioner's Guide to European Corporate Insolvency Law, published this month by Westminster Management Consultants at £75.

Compelling case for legal liability reform

NO ONE is suggesting that there is a strong connection between the US legal system and that of the UK. But moves last week by the top six US accounting firms could eventually mean very big changes in the principles of legal liability over here.

The situation has been causing deep concern for a long time. In April, the firms, as well as many large corporate entities, formed a Coalition to Eliminate Abusive Securities Suits. Now, in an unprecedented show of the unity, the top six US accounting firms have produced a statement of position called *The Liability Crisis in the United States: Impact on the Accounting Profession*.

What is at the heart of the problem is that for years, in both the UK and the US, audit firms have been the target of business litigation not necessarily because they were guilty of anything but because they were the only people who had to have insurance and so

little or no merit to the original claim against the accountant. But it also suggests that suing accountancy firms is nice work if you can get it. Further figures underline the economic argument for early settlements which have nothing to do with the merits of cases. While the average settlement was for \$2.7 million the average legal cost per claim was \$3.5 million. It is hardly surprising that firms settle for less than their cost but, as the firms say, "controlling risk by settling where you did nothing wrong becomes a very expensive strategy for 'winning' the liability game".

Other strategies are equally difficult. When the seventh biggest accounting firm in the US, Laventhol and Horwath, went into bankruptcy in 1990 the biggest factor was, according to the firm, "the weight of its liability burden". Quoting Robert Levine, its former chief, the paper says "it wasn't the litigation we would lose that was the problem. It was the cost of winning that caused the greater part of our financial distress".

Another route out of the morass is to restructure firms. This year, the paper says, PricewaterhouseCoopers opted to reorganise its offices as "individual professional corporations". This is an expensive way of protecting yourself against frivolous actions. But there is no doubt that changing the laws and introducing a system of proportionate liability would be the answer that would bring an element of justice back into the process. The logic that you should be liable only for damages which relate to your judged degree of fault is the one that makes sense.

Intensive lobbying is now going on to try to get US legislators to change the system. Should the lobbying succeed, then changes could occur over here as well. Within the UK profession the problem is not perceived as being so financially disastrous as in the US. But that is largely because of differences in legal systems and the relative amount of doubt of the two legal professions. The basic truth exists. The culpability of accountancy firms matters less in law than the fact that they are invariably the only people with insurance. So far, the UK government has taken little interest in pushing for greater equity in the system. If the US system shows signs of changing then that position may also have to change.

The author is the Associate Editor of Accountancy Age.



ROBERT BRUCE

ACCOUNTANCY LETTER

Company status and the need for penalties

From the President of ACCA Sir Chris Swinson asks why the small company audit is "the cost of limiting liability" (Accountancy Times, August 27). The answer is that a simple point of principle is involved — no audit: no protection. It is surely reasonable to require those who choose to have the protection of limited liability to have their accounts regularly audited. In this way, the interests of potential customers, creditors, business associates, employees and the public are also protected.

Mr Swinson correctly states that the audit is not a requirement for limited liability in other countries. I would, however, draw his attention to recent statistics from France. These show that although there are three times as many un-audited companies as audited, there are no fewer than eight times as many bankruptcies among un-audited companies. Therefore, the audit is not a costly bureaucratic burden on small companies but an invaluable aid to their survival and growth.

There are, nevertheless, some companies for which limited liability is inappropriate. Therefore, the current penalties imposed on companies that no longer wish to have limited liability status should be relaxed. At the same time, the share capital required to form a limited company should be substantially increased. Yours faithfully, DAVID BISHOP, President. The Chartered Association of Certified Accountants, 29 Lincoln's Inn Fields, WC2.

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Becker fails to reach a semi-final of a grand slam tournament for first year since 1984

Lengthy duel gives Lendl satisfaction

FROM ANDREW LONGMORE
TENNIS CORRESPONDENT
IN NEW YORK

IVAN Lendl had waited eight years for the moment, had known the disappointment of defeat in a Wimbledon final, so he was quite prepared to play until dawn to record his first victory over Boris Becker in a grand slam tournament. When it came, a backhand pass sending Becker the wrong way at the net after five hours and one minute, Lendl responded with a shout and a two-fisted salute which had a Connors-like air of defiance.

Criticism has rained down on the No. 9 seed this past few days at the US Open. Connors has accused him of "bunting" — a baseball term meaning tapping the ball rather than hitting it — and the upstart Chuck Adams confirmed Lendl's loss of power. Lendl was not slow to throw the remarks back the way they had come after his 6-7, 6-2, 6-7, 6-3, 6-4 victory in the fourth round. "I thought my bunting did me rather well tonight," he said, laughing. And, referring

to Becker: "He doesn't play like he used to. He bunts the ball these days."

This was the longest match at the US Open since the tie-break was introduced for all five sets in 1970. The previous longest was the 1988 final, when Lendl lost to Mats Wilander in four and three-quarter hours.

But, though it had an hypnotic fascination and encouraged a sense of dogged determination in the aficionado, if not the New York public, many of whom gave up after the third set, there was too much dilly-dallying between points, too much towelling down, string plucking and deliberate stalling — started by Lendl, imitated by Becker — for it to be a great match. There were many great shots, some epic points, but the abiding impression was of two experienced heavyweights mauling on the ropes, neither willing to risk much for fear of suffering a knockout blow.

Both men played as if expecting a long wait, which suited Lendl fine. He has the patience of Job; Becker the patience of a New York taxi driver. Time and again, the German complained to umpire Richard Kramann that his opponent was time-wasting, but Lendl has a built-in clock and knows to the second when the 25 seconds allowed between points is up. Becker's fretting hurt only himself, as Lendl knew well.

The last time these two met on this court was in the final of the US Open and Becker was in his prime. The decline since then has been steady, punctuated only by victory — again over Lendl — in the final of the Australian Open last year and a brief ascendancy to the No. 1 ranking.

Becker's game has lost its thrill, its spontaneity, and a large slice of its aggression. He plods around the court like a labourer returning from a long day in the fields, rewards himself for winning a set by taking a long lunch break. There is no discernible pattern to his play and no sign of fire in the belly. For the first year since 1984, the year before he won Wimbledon for the first time, he has not reached the semi-final of a grand slam tournament.

Günther Bresnik, Becker's new coach, has some work to do. Becker was philosophical in defeat, as he usually is. "Two men battled for five hours and one had to lose. Unfortunately, it was me," he said. It used to be his opponent.

In total, Lendl and his quarter-final opponent, Stefan



Job well done: Lendl rejoices after patiently outlasting Becker in five hours and one minute

Edberg, laboured for nine hours and 19 minutes to reach the last eight, and it must have crossed the minds of both that wallowing so badly in the middle stages of a grand slam was not quite the old style. The pair met here in the semi-final last year when Edberg, at the top of his game, won easily. In

beating Richard Krajicek — from 3-1 down in the final set — the No. 2 seed showed only glimpses of his best and he will need rather more consistency, particularly on his service, if he is to retain his title.

The winner will meet either Michael Chang or Wayne Ferreira in the semi-final.

Chang outlasted Malivai Washington. In a quarter-final hastily relegated to the grandstand court, Washington, the No. 14 seed, led by 2-1 in sets but ran out of steam. Ferreira, a semi-finalist in the Australian Open and the champion at Queen's Club, proved too strong for Emilio Sánchez.

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GOLF

Ballesteros is still searching for that missing magic

BY MITCHELL PLATT
GOLF CORRESPONDENT

SEVERIANO Ballesteros was remarkably frank about the problems he is experiencing in trying to regain his best form as he prepared for the GA European Open which begins over the Old Course at Sunningdale today.

Ballesteros, winner of three Open Championships and two Masters, has not turned to others for advice but believes he is paying a price for experimenting too much with his game.

"It is very important to feel comfortable over the ball because only then can you swing with real freedom," he said. "I've not felt that way for three, possibly four years."

Ballesteros said that he did not play as well as he can last year, in spite of finishing No. 1 in the Volvo order of merit. His wins in the Volvo PGA championship, Dunhill Masters and World Match Play came as a result of him putting well.

The Spaniard, who withdrew from the US PGA championship last month because of physical and mental exhaustion, has one abiding fear — that he will wake one day to find that he has lost his touch completely.

"One thing I do know is that if I find the swing thought I need then I will get my game back immediately," he said. "I know I am not playing well and my confidence is not how it should be but I still believe I am quite capable of winning this week or any other week."

Ballesteros, who scored an encouraging 66 in the pre-tournament pro-am, is 25-1 to win the event. "I think those are very good odds for me," he said. "I watched Linford Christie win the 100 metres in the Olympics and to see somebody win gold like that at the age of 32 is very encouraging. I still have a lot of things to achieve, one of them being to qualify for Europe's team for the Ryder Cup next year."

Ballesteros believes it will take more than £250,000 to earn a place against the United States. "If I have my game, then I don't think it should be

Hole	Yds	Par	Hole	Yds	Par
1	424	5	10	473	4
2	411	4	11	425	4
3	323	4	12	407	4
4	161	3	13	198	3
5	410	4	14	538	5
6	415	4	15	220	3
7	420	4	16	443	4
8	182	3	17	471	4
9	358	4	18	429	4
Total yardage: 6467					
Par: 72					

a problem. I only have to win the Open Championship and one other tournament! Seriously, it would be nice to start by winning this one."

The event has also attracted José María Olazábal, Sandy Lyle, Anders Forsbrand, Colin Montgomerie and Janie Spence, the European Masters champion. Ian Woosnam is an absentee, however, and Gary Evans, favourite for the Rookie of the Year award, pulled out yesterday with a damaged wrist.

The man they all have to beat is Nick Faldo, who is back after a three-week rest. "It was nice to forget golf for a while, but now I'm recharged and ready to go again," he said. "I was practising last week and I think I've got the rust off already." Since the US Masters in April Faldo has played 11 tournaments, won three and has had ten top-four finishes.

Victory this week would leave him odds-on to finish the season at the top of the money list. With £465,000 he is leading Forsbrand by £100,500.

Faldo holds the course record with an eight-under-par 62, set in the first round of the 1986 European Open. He was level par after eight holes, but eagled the 280-yard ninth and had six successive birdies from the 11th.

Yesterday he described the course as "a joy to play", something he hopes will be said of Chart Hills, between Ashford and Tunbridge Wells, which he is laying out in conjunction with the American Steve Smyers. "I wanted my first European course to be unique and this is it. It is an amalgam of my international golfing experiences," he said.

SPORTS LETTERS

Justice missing from England tour selection

From Mr Jason Cowley
Sir, Simon Barnes (September 8) was right to question the selection of Mike Gatting, John Emburey and Paul Jarvis for England's winter cricket tour of India. Much has been written about David Gower's omission but considerably less has been said about the hasty inclusion of the "rebels" in the touring party.

These men chose to abandon the Test side at a time of acute need, when an organised and inspired Australia were wiping the floor with England in the summer of 1989, in favour of the financial security offered by South Africa. How could they do it?

Did playing for their country, the quasi-mystical dream of every schoolboy sportsman, mean nothing to them? And what of players such as Robert Bailey, the Northamptonshire batsman, who rejected the chance to join the rebel tour because playing for England offered a wealth of experience

that cash in the bank could never equal. Here was peculiar grace.

Yes, there is something deeply disturbing, deeply damning, about a committee that can select 40-year-old John Emburey (twice banned for going on rebel tours to South Africa) and ignore men for whom playing Test cricket for England is the highest honour. Such action only serves to remind us that justice is not of this world. The likes of Bailey deserve our profoundest sympathy; but then the nobility of their action will linger in my memory long after this tour of India is over.

Yours sincerely,
JASON COWLEY,
Quinot,
Cambridge Road,
Sawbridgeworth,
Hertfordshire.

From Mr Adrian Tahourdin
Sir, Not the least depressing of the shameful omission of David Gower and Jack Russell is the indication it

gives that there is to be no change in selection policy under the new regime of Keith Fletcher as team manager.

One might have expected Fletcher (former colleague of Gower on a tour to India and fine player of spin bowling) to appreciate the importance of having two such technically proficient players on what is, by all accounts, a demanding tour. Instead, the team is packed with "one-day specialists". One despairs.

Yours faithfully,
ADRIAN TAHOURDIN,
5 Highgate West Hill, N6.

From Mr Gordon Davies
Sir, I am despondent but not surprised at the selection of the England cricket team for India. I recall the comments of Leanne Constantine in *Cricketers' Carnival*, written after the tour of Australia in 1946-7, when he doubted if Oldfield's batting would have won him a place in the English team as a wicketkeeper. He added: "Korrigit, Blythe and Spofforth would have been omitted — as poor batsmen — by any modern English selection committee. They do so like to have 11 utility men — perhaps requirements will presently be extended to scorebook-keeping and management of luggage on tour."

Those patient beasts of burden who support the holy edifice — whether Church, State, Army or MCC — are expected to toil and pay and receive orders they dare not question. The result is mediocrity, steadily subduing its geniuses to the pace of the most humdrum. It is the curse of twentieth-century civilisation as well as twentieth-century cricket.

Yours faithfully,
GORDON DAVIES,
5 Farquhar Street,
Bengoe,
Hertfordshire.

Dark forces on march

From Lord Howell
Sir, The governing bodies of sport have one supreme duty, that is to protect the integrity of their sport. Recent events give cause for the greatest concern, as to whether the ethics of sport are being upheld against the invasion of malpractice, commercialism and political expediency.

In the cricket ball controversy, that duty could not be more crystal clear. Either the ball was changed because it had been tampered with or it was changed for some other reason. It seems that the umpires changed the ball after consulting the referee. Their decision must be just as final as any other decision they make on the field of play and, likewise, their authority must be maintained at all times. To suppress the reason for any decision is unacceptable and certainly devalues that authority.

One is left to feel that the cricket authorities are activated by political considerations, a source of any amusement to some of us who also believe that our politics should be based upon ethical standards. Commercialism, much needed and welcome to most sports, is also being allowed to trample upon first principles and dominate sport instead of serving its purpose. This can be seen in other recent cricketing decisions, but even more blatantly in football.

Television income has become the arbiter of days of play, time of matches and the clothing of players and officials. Genuine supporters are being priced out of their sport and saturated in their homes by endless matches, mostly of mediocre standard. The logical conclusion is empty stadiums and amplified crowd noises: the death of sport.

Where do the Sports Council and the Central Council of Physical Recreation stand in this? There is another silence where thought and discussion should be encouraged, standards and codes of conduct produced and administrators educated as to overriding responsibilities. Into this vacuum the forces of darkness are marching unchallenged.

Yours sincerely,
DENIS HOWELL,
33 Moor Green Lane,
Birmingham 13.

Unacceptable conditions for Olympic fans

From Mr Peter Wakeham
Sir, John Goodbody's article (August 28) accurately described the unsatisfactory accommodation experienced by British supporters at the Olympic Games in Barcelona, but there are further issues involved.

I am a member of an organisation which was formed by over 120 dissatisfied sports fans while in Barcelona and we are linked with at least a further 500. We have written to the British Olympic Association requesting a formal enquiry into the contractual arrangements between its official agency, Sportsworld, and tour operators and hotel owners in Barcelona.

We have also proposed that the BOA seriously reassesses its policy of appointing a sole agency for such important sports occasions. The absence

of alternative suppliers of travel and accommodation for the Olympics meant that British supporters were denied any choice and were forced to tolerate unacceptable conditions and treatment from the organiser.

The harsh realities for most fans were:

1. Accommodation details were not advised until mid-May 1992, one month after the full price of the trip would be sacrificed in event of cancellation and one year after bookings were made.

2. At least half the Britons were accommodated in hotels that had been contracted by Sportsworld from Thomsons and Skytours. However, Sportsworld prices were far in excess of those quoted in the Thomson brochure.

3. The choice of accommoda-

Poor treatment

From Mr J. S. Monday

Sir, Having regularly followed Arsenal both home and away for the past seven seasons, I feel compelled to complain about the way supporters were treated last week by Queens Park Rangers.

I made three telephone calls to the Queens Park Rangers box office throughout the day to confirm the availability of tickets for the evening game. Each time I was told that there would be no problem gaining entry into the stadium with a £10 admission charge (extravagant to say the least). The last call was at about 6pm.

Consequently I arrived at approximately 7pm with two friends, having left work early and found access impossible at every turnstile. We were instructed by the police to queue at the School end of the ground for restricted view tickets and remained queuing until 8.15pm, when we were finally told all tickets had been sold.

With the ground having an evening capacity of 23,000 and an official attendance at the match of 20,868, I would like to know why approximately 2,000 fans could not gain entry.

I rang Queens Park Rangers the following day to ask why there had been such problems. I was told that:

1. The box office "have been selling tickets to tourists for the last two days".

2. I was also told: "We are learning every match as we go along."

3. What was a Premier League football club that was in the first division for years got to learn as they are going along?

4. A third point: if blocks of tickets were being sold to tourists, why was I told originally that there would be no difficulty gaining entry?

5. Furthermore, why was the fixture not "all ticket" in the first place, in which case the majority of fans without a ticket would not have travelled to Loftus Road?

The anger and frustration was not restricted to the large contingent of Arsenal supporters. I spoke to several Queens Park Rangers members who were also unable to gain entry.

The club owes an apology to the thousands of well-behaved supporters of both teams who were seriously inconvenienced.

Yours sincerely,
JOHN MONDAY,
20 Brookville Road, SW6.

tion, while suitable for young holidaymakers, was wholly unacceptable for Olympic supporters. Hotel distances from the event meant that fans often did not return to hotels until 2am. All-night discos and revelry were not uppermost in their minds, especially those who had to get up again at 6am to get to the morning athletics.

4. Many fans were so exhausted from the travelling that they booked into city-centre hotels at their own incremental expense. They did not experience the shortage of accommodation which the organiser claims existed.

Like other supporters, I am already making enquiries about Atlanta. However, my enquiries are aimed at the BOA, which I hope will listen closely to the concerns that many British fans have about their time in Barcelona and then ensure that there is no repetition in Atlanta.

It is a cruel irony that inside the stadium in Barcelona we saw true competitive excellence and outside the stadium we experienced classic examples of what might be termed a lack of competition. It is difficult to believe that we would not have enjoyed considerably better quality, service and value for money if several operators had been vying for our custom.

Yours faithfully,
PETER WAKEHAM,
22 Ellerker Gardens,
Richmond,
Surrey.

Feet of endurance

From Mr C. Owen-Smith

Sir, There seems to be no limit to human ingenuity in devising fresh ways of testing athletic endurance.

Forms of masochism have ranged from the marathon to the triathlon, but surely the most extreme, was recently announced to the nation. In the *Breakfast News* programme on BBC1 we were told that the future of British barefoot surfing was on firm ground.

Yours etc.,
CHARLES OWEN-SMITH,
22 Merewood Court,
60 Carew Road,
Eastbourne,
East Sussex.

BOXING

Hide needs return to school

BY SRIKUMAR SEN
BOXING CORRESPONDENT

HERBIE Hide's attempt to prove that he is the best heavyweight prospect since the war did not impress his critics when he met Jean-Maurice Chanut, of France, in Norwich on Tuesday night. He did not even look like a genuine heavyweight, never mind a world class one.

The bout was stopped in the seventh round because Chanut's left eye was closed, but the rugged Frenchman, whose style was of the close-quarters and swing variety, would have carried on all night. Hide's punches simply bounced off Chanut's head. By the time the bout was stopped in the seventh round, Hide, who was running out of ideas and stamina, was probably more relieved than Chanut.

"I got bored with hitting him," Hide said. "I could have closed my eyes and hit him. I had a punch-bag in front of me. Chanut was just another pay day for me." Which said more about Hide's boxing than Chanut's.

Hide is only 21 and his manager, Barry Hearn, believing that he will improve with every contest, intends giving him a bout a month. "If he needs motivation I'll see he gets only title fights," Hearn said. Hide will defend his World Boxing Council international title in Antwerp in October, and in November will meet a "well known" American at Brentwood. His December bout will be in Munich.

In view of his novice-like performance, Hide's best move would be to forget the hype, take a realistic look at himself, go back to school, preferably in America, and seriously consider whether he is a heavyweight or a cruiserweight. His power seems to indicate that he belongs to the lighter division. If he can make 13st 8lb (he weighed 14st 7lb on Tuesday) he should have no trouble in lifting the cruiserweight world title. Then he could consider whether to follow the example of Evander Holyfield and move back to heavyweight.

Aldridge's goals take Ireland to top of group table

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